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## **Monterey, California**



## **THESIS**

**SUPPORTING THE MARINE EXPEDITIONARY UNIT**

by

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December 1998

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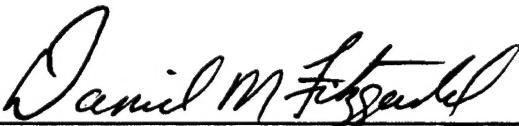
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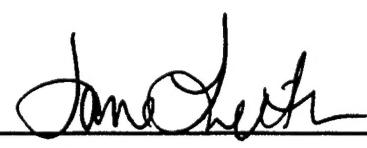
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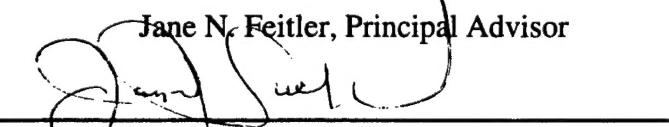


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## **ABSTRACT**

The United States Marine Corps concept for the projection of naval power ashore is Operational Maneuver From the Sea (OMFTS). In order to carry out the concept in OMFTS, the Marine Expeditionary Unit is a force to project power. To ensure the MEU is successful it requires logistics support back to the sources of supply. The objective of this thesis is to introduce the current methods of supporting the MEU and to provide recommendations for improvements. It focuses on the support organizations, Traffic Management Office (TMO), Deployed Support Unit (DSU), MEU Service Support Group (MSSG), Preservation, Packing, Packaging (PP&P), and the expeditor concept. The thesis also examines the existing technology in the Global Transportation Network (GTN) using In-Transit Visibility (ITV) to track shipments.

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## TABLE OF CONTENTS

<b>I. INTRODUCTION.....</b>	<b>1</b>
A. OBJECTIVE .....	8
B. SCOPE AND LIMITATIONS.....	9
C. BENEFITS OF STUDY .....	9
D. METHODOLOGY .....	10
E. ORGANIZATION OF STUDY .....	11
<b>II. MEU SUPPORT ORGANIZATIONS.....</b>	<b>13</b>
A. CHAPTER OVERVIEW.....	13
B. DEPLOYED SUPPORT UNIT (DSU).....	14
1. <i>Mission</i> .....	14
2. <i>Background</i> .....	15
3. <i>The Process of Support</i> .....	16
4. <i>Measurements</i> .....	24
5. <i>Personnel</i> .....	26
6. <i>Information/Data</i> .....	29
C. MEU SERVICE SUPPORT GROUP (MSSG), SUPPLY DETACHMENT.....	31
1. <i>Mission</i> .....	32
2. <i>Personnel</i> .....	32
3. <i>Supply Block on Deployment</i> .....	32
4. <i>Training/Education</i> .....	32
5. <i>Information system</i> .....	34
6. <i>Expeditor</i> .....	34
D. TRAFFIC MANAGEMENT OFFICE (TMO)(FREIGHT SECTION).....	38
1. <i>Mission</i> .....	38
2. <i>Background, Forwarding Processing</i> .....	38
3. <i>Information system</i> .....	40
4. <i>Mode of Transportation</i> .....	40
5. <i>Priority assignment</i> .....	41
E. PRESERVATION, PACKING, AND PACKAGING.....	43
1. <i>Mission</i> .....	43
2. <i>Background</i> .....	44
3. <i>Personnel</i> .....	44
4. <i>Information system</i> .....	44
F. DEFENSE LOGISTICS AGENCY.....	45
1. <i>Premium Service</i> .....	45
G. CHAPTER SUMMARY .....	46
<b>III. GTN USAGE FOR IN-TRANSIT VISIBILITY.....</b>	<b>49</b>
A. CHAPTER OVERVIEW.....	49
B. GLOBAL TRANSPORTATION NETWORK (GTN).....	49
1. <i>Background</i> .....	49
2. <i>GTN Program Manager Office</i> .....	54
3. <i>JTAV</i> .....	55
4. <i>MEU Service Support Group (MSSG)</i> .....	57
5. <i>MSSG Past GTN Usage</i> .....	58
6. <i>MSSG Present GTN Usage</i> .....	59
7. <i>MEU SITREP</i> .....	63
8. <i>Traffic Manager Office (TMO) Camp Pendleton California:</i> .....	64

9. <i>Deployed Support Unit</i> .....	64
10. <i>Data input</i> .....	65
11. <i>Training by the Contractor</i> .....	66
12. <i>Threats to security</i> .....	66
C. CHAPTER SUMMARY.....	67
<b>IV. DATA COLLECTION AND ANALYSIS.....</b>	<b>70</b>
A. CHAPTER OVERVIEW .....	70
B. QUESTIONNAIRE BACKGROUND .....	70
C. QUESTIONNAIRE RESPONSES AND ANALYSIS.....	70
1. <i>Personal Experience Level/Technology</i> .....	71
2. <i>Customer Service Questions</i> .....	73
3. <i>Command Support</i> .....	74
4. <i>Support Organizations</i> .....	74
D. CHAPTER SUMMARY.....	77
<b>V. CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>79</b>
A. SUMMARY AND CONCLUSIONS .....	79
B. TECHNOLOGICAL INNOVATION .....	80
C. FUNDING.....	82
D. TEAMING/PERSONNEL .....	83
E. EDUCATION AND TRAINING .....	85
F. CULTURE.....	87
<b>APPENDIX A. MSSG-11 EXPEDITOR'S DESK TOP PROCEDURES .....</b>	<b>89</b>
<b>APPENDIX B. SOURCES OF GTN AND POINT OF CONTACT.....</b>	<b>95</b>
<b>APPENDIX C. GTN UNOFFICIAL USERS GUIDE .....</b>	<b>113</b>
<b>APPENDIX D. MEU SITREP FORMAT MESSAGE .....</b>	<b>133</b>
<b>APPENDIX E. SURVEY.....</b>	<b>139</b>
<b>INITIAL DISTRIBUTION LIST.....</b>	<b>143</b>

## **LIST OF FIGURES**

Figure 1. Marine Expeditionary Unit's Organization Chart.....	4
Figure 2. Units that Support the MEU.....	14
Figure 3. Requisition Process .....	17
Figure 4. GTN Interfaces.....	49
Figure 5. GTN Functions.....	50
Figure 6. ITV Functions .....	51
Figure 7. JTAV Functions .....	54



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**DEDICATION**

I want to dedicate my thesis to my wife, Darryl and my two daughters Deidre and Kelsey for their love, support, and understanding while writing it.

## I. INTRODUCTION

In the scope of Joint Vision 2010, "Focused Logistics" is seen as the fusion of information, logistics, and transportation technologies to provide rapid crisis response, to track and shift assist while en route, and to deliver tailored logistics packages and sustainment directly to the strategic, operational, and tactical level of operations.<sup>1</sup>

In recent years, the Department of Defense (DoD) has been committed to reducing infrastructure and inventories to meet the declining budgets of the post cold war years. The DoD's concept is to change the service organization's attitude from a "just in case" inventory to a "just in time" inventory mentality.<sup>2</sup>

The Commandant of the Marine Corps's guidance for Joint Vision 2010 is summarized in the "Operational Maneuver From the Sea (OMFTS)" concept. The commandant specifically states that Combat Service Support (CSS):

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<sup>1</sup> Gen John M. Shalikashvili, USA, "Joint Vision 2010: American's Military-Preparing for Tomorrow," *Joint Force Quarterly*, Summer 1996, p.44.

<sup>2</sup> GAO Organizational Culture, *Use of Training To Help Change DoD Inventory Management Culture*, Aug 1994.

...flow must be efficient, secure, and timely, with the option to remain sea-based or to buildup support areas ashore. Delivery means and materiel handling demands are great, as is the need for a command and control system capable of rapidly communicating requirements and flexibly managing "Right Time, Right Place" support.<sup>3</sup>

The "Precision Logistics" concept requires continued improvements to sustain the Marine Expeditionary Units (MEUs) from the sea. The Commandant defines Precision Logistics as the vehicle by which we will sustain the Marine Corps of the 21<sup>st</sup> Century [and]...will lead to a cultural and paradigm change in the way we think and operate.<sup>4</sup> Similarly Brigadier General McKissock defines Precision Logistics as the term that encompasses all of the initiatives that produce the cultural change and make us more effective as expeditionary logisticians.<sup>5</sup>

One area that requires improvements is the support of the forward-deployed units known as the Marine Expeditionary Units (MEUs). It is critical that processes, technology, and cultural changes continue to provide the

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<sup>3</sup> Marine Corps Commandant, General Krulak, Planning Guidance in White Paper, *Operational Maneuver From the Sea*.

<sup>4</sup> Marine Corps Commandant, General Krulak, White Letter of 1997 titled *Precision Logistics*.

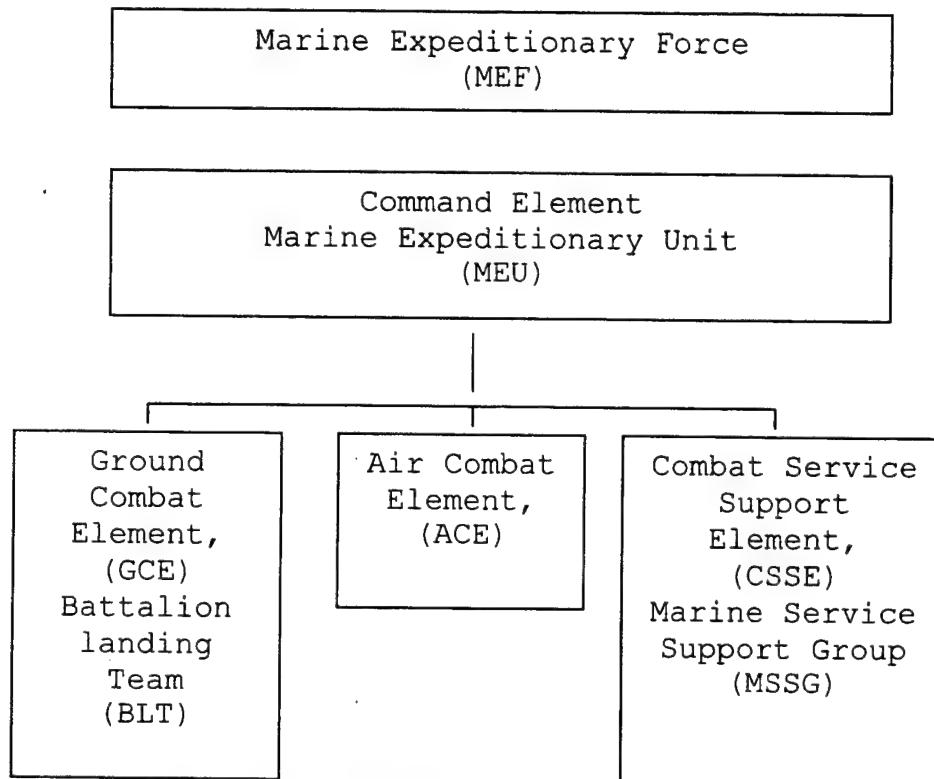
<sup>5</sup> BGen McKissock's Commanding General 1<sup>st</sup> FSSG, Commander's intent message, 1997.

support required for the MEUs to complete their mission successfully.

The Marine Expeditionary Unit (MEU) is Special Operation Capable (SOC) and trained in 26 different mission profiles such as securing an airfield and/or port, or executing humanitarian relief operations. The logistics in support of these missions produces some unique logistical challenges such as time and distance from CONUS, communication, and learning curves of the Marines supporting the MEU and those deployed. The MEU's lifeblood for their sustainment is reliable support from the Continental United States (CONUS).

The MEU's mission is to be the "911" force of the United States. There are two continuously deployed MEUs on station somewhere in the world standing by for the call to be the first on the scene of a crisis, along with two or three preparing for a future deployment. The Commandant of the Marine Corps, General Krulak, states "the MEU (SOC) deployments offer our Nation the quintessential crises response force." It is an important part of the United States' strategic military strategy enabling the projection of force around the world.

The MEU is the basic building block of a Marine Air Ground Task Force (MAGTF). Within the MEU, there are the Command, Combat Service Support, Ground Combat, and Air Combat Elements, when combined, totaling approximately 2,200 Marines. They carry sustainment for 15 days that provides the MEU with the flexibility to be self-supporting.



**Figure 1. Marine Expeditionary Unit's Organization Chart**

To adequately support the MEU, there is a requirement to balance the "just-in-time" and "just-in-case" concepts. Just in time is defined as being able to obtain a part when

required, in the right quantity, and at the right location at the moment needed, and not before. Just-in-case is attempting to have on hand every possible part in the inventory to ensure availability and prevent mission failure. Reductions that have affected MEUs in these concepts are 1) the Navy's reduction from five to three ships for the Amphibious Ready Group (ARG), and 2) the reduction in the number of line items brought aboard these ships for MEU support. The ARG is defined as the combined forces of Navy and Marines embarked.

The MEUs have had to allocate limited space aboard the ships to maintain repair parts and the sustainment block. The current sustainment block has approximately 3,300 line items, which comprises the just-in-case inventory used to support the equipment of the ground combat units.<sup>6</sup> This amount has been reduced from a high in 1992 of 7,200 national stock numbers (NSNs).<sup>7</sup> However, careful selection of the combat deadline parts has not reduced the fill rate of the block or the readiness status of the MEU. The fill

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<sup>6</sup> Interview between Captain Gresser, OIC of DSU, 1<sup>st</sup> FSSG, Camp Pendleton, CA and the author, 29 May 1998.

<sup>7</sup> Author, Logistics Officer/Executive officer of MSSG-13, 1<sup>st</sup> FSSG, 1992-1995.

rate is measured by the amount of NSNs issued from the block compared to the requested requisitions. A combat deadline part is defined one part that is required to bring a piece of equipment to be fully mission capable. The block is judged by the fill rate, which is based on the total number of combat deadline parts and other parts issued. The actual fill rate of the block is not broken down to parts issued from the block on ship and those parts received from CONUS.

The key to the MEU's readiness status rating success that directly affects their mission is the support provided by the units at Camp Pendleton. I Marine Expeditionary Force (I MEF) became responsible for the direct support of the MEUs in 1992. A MEF is the higher headquarters for the MEU and there are three MEFs in the Marine Corps. Prior to 1992, support of the deployed MEUs from Camp Pendleton fell upon III MEF in Okinawa, Japan.<sup>8</sup> This change has caused I MEF to revamp Deployed Support Unit (DSU), part of Supply Battalion, 1<sup>st</sup> Force Service Support Group (FSSG) as a major entity that supports the forward deployed units of the MEU in addition to supporting other I MEF exercises (i.e.,

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<sup>8</sup> Telephone conversation between DSU, 1<sup>st</sup> FSSG, 18 Aug 1998.

Combined Arms Exercises). DSU supports these exercises using similar procedures as the MEU support.

Coordination and methodology of supporting the MEU is continuously changing due to personnel rotation and new technology. 1<sup>st</sup> Force Service Support Group (FSSG) provides the tactical support element, the Marine Service Support Group (MSSG), to the MEU. The MSSG's responsibility is to provide all the ground combat logistical support required by the MEU. The MSSG provides the following classes of supply directly: Class I (subsistence), Class III (petroleum, oils, lubricants (POL)), Class VIII Medical supplies), Class IX (repair parts) and indirectly provides Class II (individual equipment), Class IV (construction materials), Class V (ammunition), Class VI (personal demand items) and Class X (non-military programs).

Once the MSSG detachment is administratively transferred from the FSSG to the MEU, it becomes a customer of 1<sup>st</sup> FSSG. The MSSGs provide an out-brief and an in-brief of their accomplishments to the commanding general of the 1<sup>st</sup> FSSG. At this time, however, it does not provide information that the FSSG could document and use to improve the support process. Since the MSSG is part of the MEU

during the workup phase (6-months) and the deployment (6-month), they are essentially not part of 1<sup>st</sup> FSSG. The emphasis on the MSSG by 1<sup>st</sup> FSSG with the introduction of the new MEU SITREP has been apparent, especially with the tracking of a "hot issue". A hot issue usually occurs when the MEU commander wants to know "where is the part."

#### **A. OBJECTIVE**

This study determines the optimal methods that can be used to support the MEUs during Western Pacific deployments. This thesis will identify current methods used to support the forward-deployed Marines and present optimal methods of support. Specifically, it will exam the current methods that support units at Camp Pendleton, California are using to support the I Marine Expeditionary Force (I MEF), Marine Expeditionary Units (MEU) while on deployment.

The research also analyzes procedures and technology capabilities within the Deployed Support Unit (DSU) and Preservation, Packing, and Packaging (PP&P) of 1<sup>st</sup> Force Service Support Group (FSSG), Traffic Management Office (TMO) of Marine Corps Camp Pendleton Base, Expeditor in Bahrain, and the Marine Service Support Groups (MSSG) to

determine the optimal procedures and technology to support the Marine Expeditionary Units (MEU).

#### **B. SCOPE AND LIMITATIONS**

The analysis will primarily focus on the support units stationed at Camp Pendleton and the expeditor in Bahrain. It will detail the procedures and methods used by each organization, will emphasize what is currently working and will determine, if improvements are warranted, what they should be.

#### **C. BENEFITS OF STUDY**

This research will be used to determine the optimal methods of coordinating the logistical support to the MEUs deployed from Camp Pendleton, California. It will also examine the MSSGs, TMO, DSU, and PP&P organizations to determine their roles in the support of the MEUs. The final area of this thesis will examine is the concept of the Expeditor in Bahrain. The thesis will recommend how to track the support provided to the MEUs that can be used for establishing Standing Operating Procedures (SOPs).

#### **D. METHODOLOGY**

This research will detail the procedures and decisions made by I MEF in supporting the MEUs logistically. The thesis analyzed the actions, plans, and polices of the supporting units. This research will compare procedures at II MEF Camp Lejeune, N.C.

Data was obtained from the 11<sup>th</sup> MEU that returned from a six-month deployment and from the 15<sup>th</sup> MEU that was on a six-month deployment during this thesis, thus adding real time data to the research. The thesis tracks 15<sup>th</sup> MEU's SITREP for deadlining parts causing the combat equipment not to function at a full mission capable status. This process is tracked through the units at Camp Pendleton, to the shipper, and then to the expeditor in Bahrain.

The research consists of a review of pertinent literature to include civilian and military transportation policies, collection of quantifiable, historical transportation data, and organizational information from Traffic Management Office and Direct Support Unit, MEUs, PPP, and other pertinent sources. The research compares methods used to support the MEUs in relationship to In-Transit Visibility.

Personal interviews and surveys were conducted with personnel from the MEU, MSSG, and DSU, TMO, and PP&P to establish trends, solicit methods of improvement, and obtain comments on pass deployments.

A review of official Marine Corps lessons learned from the MEUs, MSSGs and DSU was conducted. Additionally, a literature search of books, periodicals, CD-ROM systems, and the World Wide Web in Sea Based Logistics was conducted. The Naval War College, the Marine Corps Command and Staff, and the Naval Postgraduate Schools library were also research sources.

All the information gathered though the research established a baseline assessment of the support given to the MEU.

#### **E. ORGANIZATION OF STUDY**

A broad overview and background of the support given to the MEU is provided in Chapter I. It states what units are involved and the general status of those units.

The identification of support units, billets, and the responsibility they have in supporting the MEU is presented in Chapter II. Additionally, a description of the

interrelationships between the five supporting units is outlined.

An assessment of the effectiveness of the supporting units is provided in Chapter III with results from the survey.

An analysis of key technological advancements in In-Transit Visibility (ITV) and a description of how ITV applies to the support of the MEU is provided in Chapter IV.

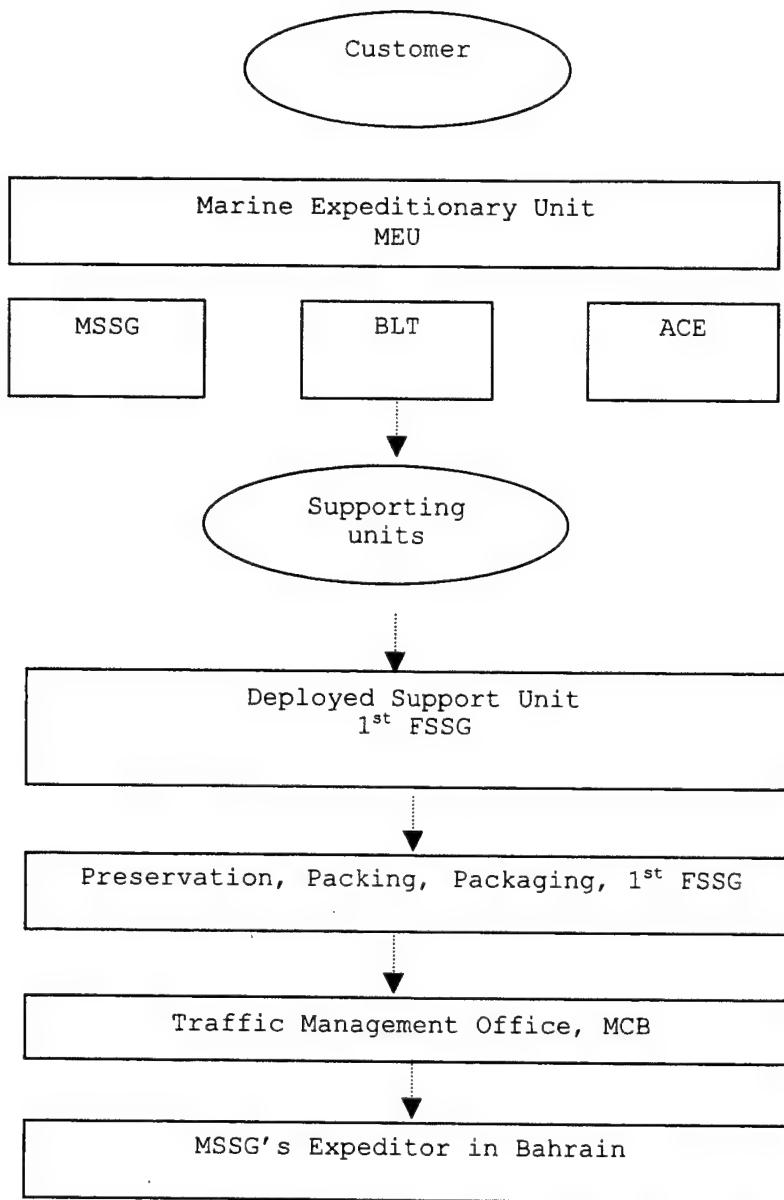
Finally, in Chapter V conclusions and a set of recommendations are provided for improving the support of the deployed MEU. This chapter concludes with suggestions for further research.

## **II. MEU SUPPORT ORGANIZATIONS**

### **A. CHAPTER OVERVIEW**

There are four major organizations that support the Marine Expeditionary Units while deployed. They are the Deployed Support Unit (DSU), Preservation, Packing, and Packaging (PP&P), Traffic Management Office, Traffic Branch (TMO), and the Marine Service Support Group (MSSG), which includes an expeditor (Figure 2). This analysis considers DSU and the expeditor at the Airport of Embarkation (APOE) of Bahrain to be a critical link to the MEU. Their combined mission is to provide the requested services and repair parts to the MEU at the right time and right place in the world.

This chapter will explain how the units at Camp Pendleton, California are currently organized and how their processes are used to support the MEU. The chapter also makes a comparison with II MEF identifying differences with MEF I. The support processes studied in this thesis can apply to any MEU.



**Figure 2. Units that Support the MEU**

## B. DEPLOYED SUPPORT UNIT (DSU)

### 1. Mission

The mission of the Deployed Support Unit (DSU) is to provide the direct link between the MEU and the Sassy Management Unit (SMU). The SMU is the immediate level

supply support organization for the MEF. DSU is the action organization that will, using the Joint Total Asset Visibility (JTAV) concept, conduct a walk-thru, submit for an open purchase, coordinate with the Emergency Supply Operation Center (ESOC), call the item manager, or search the entire DoD supply system to ensure that the MEU is provided with the requisition it requested. The JTAV concept is to allow all users the ability to search all government and limited commercial systems for an asset.

## **2. Background**

DSU is the "hub" for all requisitions the MEU orders. It is responsible for receiving the requisition and then processing it through the supply system. DSU is the essential link in supporting forward-deployed units. It has the ability to provide information, parts, technical assistance, and track measurements.

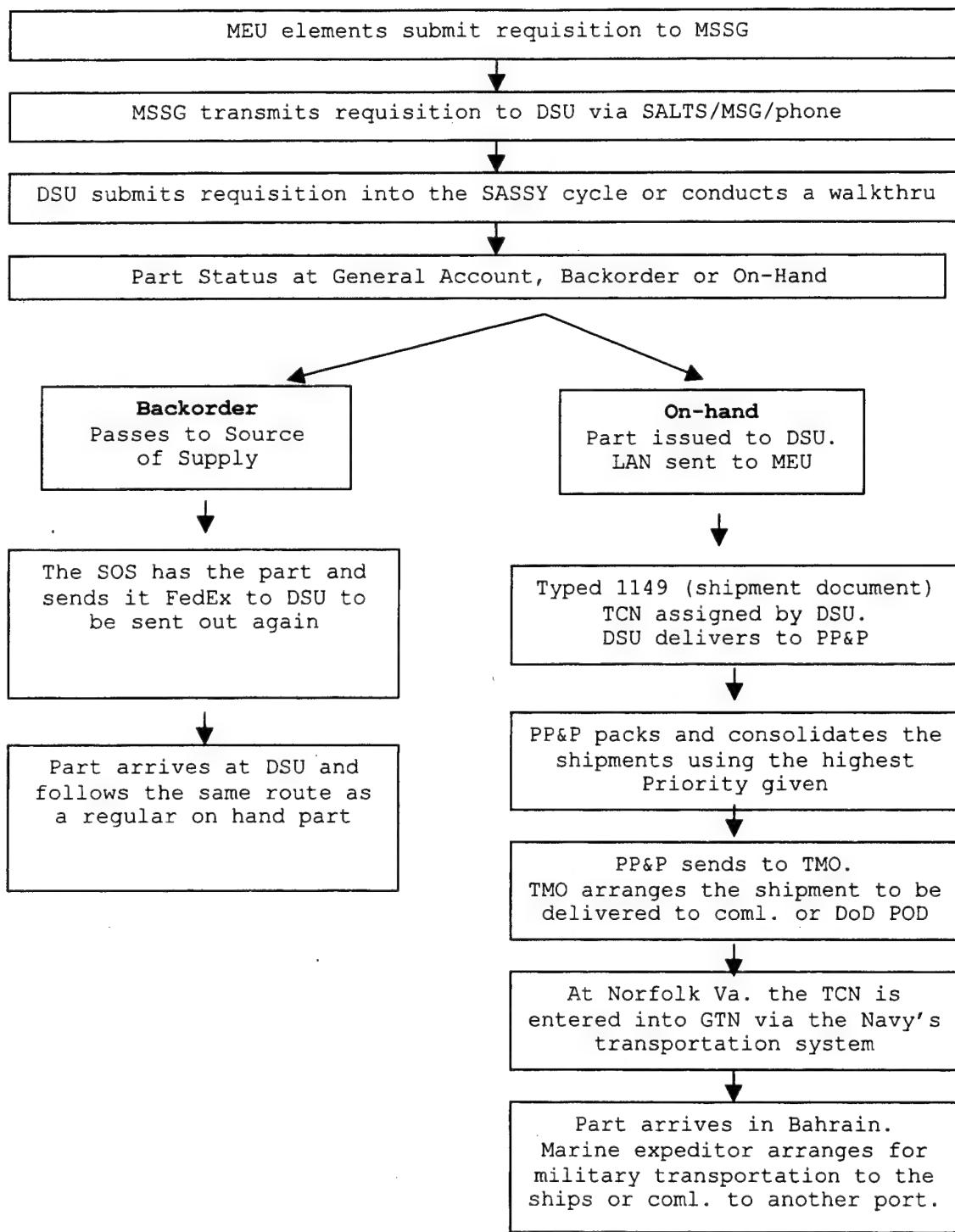
DSU recently began pre-deployment briefings to the MEU Commander and MSSG personnel on how support will be provided while on deployment. A deployment is usually six months long. However, their briefs do not include two key organizations, TMO and PP&P. These organizations can provide the MEU commander and MSSG personnel with valuable

information to train and educate their personnel. There are no plans to conduct post-deployment briefs at the users' level. Out-briefs would be useful in capturing the successes and failures of the process to determine where improvements can be made.

### **3. The Process of Support**

DSU's focus is to provide the MEU with the required material in the most expeditious method. The MEU determines the priority of the requisition, which in turn determines the shipping modes. This section will explain how the support process currently operates (Figure 3).

The first step in the process is to receive the requisition of the part ordered. There are various methods (LAN, WWW, MSG, and phone) to transmit the information to DSU; LAN is the most common method due to cost effectiveness and convenience. DSU submits the requisitions to the General Account at SMU either via ATLASS (Marine Corps Supply System) or manually via a walk-thru. Redundancy can occur with manual requisitions and system requisitions.



**Figure 3. Requisition Process**

Additionally, there are situations where the SITREP, the requisition in the system (ATLASS or MIMMS), and the manual walk thru or phone calls from the MEU do not match. This causes confusion and extra work to reconcile the accounts. This thesis will not address these problems of reporting critical repair parts (Maine Automated Readiness Evaluation System (MARES)). The process is broken into two procedures depending on the availability of the part.

**a. The part is available at General Account in  
SMU, 1<sup>st</sup> FSSG, Camp Pendleton**

DSU screens the requisition simultaneously using the MSSGs block and General Account to determine if the part is available to be issued. If the part is a critical demand NSN and available at the General Account, DSU will conduct a walk-thru to pickup the part immediately. Other requisitions are transparent to DSU since they come via an ATLASS attachment and are processed through normal channels that will deliver the parts to DSU.

After picking up the part at the storage issue point, it will proceed directly to PP&P for proper shipment packing. Simultaneously, DSU will assign a Transportation Control Number (TCN) which will be the means to track the

shipment. Although DSU has the capability to induct the TCN into the GTN system, it does not do so presently, resulting in lost in-transit visibility until induction at Norfolk, Virginia. Further details are in Chapter III.

A DSU Marine then brings the shipment from PP&P to TMO. At times the shipment is sent directly to TMO without the DSU Marine. At this point the shipment is out of DSU's hands. TMO takes the required shipping action by completing the Government Bill of Lading and forwards the shipment to a carrier. The priority of the shipment will determine the mode of transportation, either commercial or DoD air transportation. Once the shipment is turned over to the transportation carrier, TMO no longer tracks the shipment. Additional TMO and PP&P procedures will be covered in other sections of this chapter.

All shipments pass through Norfolk when using the DoD transportation system. The shipment will be placed on the first available scheduled flight enroute to Bahrain with the TCN inducted into GTN via the Navy transportation system. If the shipment is traveling via commercial carrier (FedEx, DHL) it will automatically have visibility via the GTN system interface from the time it is picked up

at Camp Pendleton or any other source of supply. For example, the FedEx system is linked to GTN, and they also use the TCNs assigned by the military.

Finally, the MEU receives the shipment and inputs a receipt transaction (D6T) into the ATLASS, the Marine Supply System, indicating the part has been received and allowing payment to be made. This completes the OST cycle for the requisition.

DSU obtains requisitions through the Marine Corps supply system ALTASS that has various statuses for the part in the process. This thesis explains how the in-transit visibility (ITV) for the MEU is implemented. The statuses are:

**System item:** the part is at the General Account in SMU, Camp Pendleton.

**Non-System item:** The part is not available at SMU. Other SOS are required to find the part.

**Follow up action on requisitions:** There is room for improvement in this area. An example is the situation that occurred when obtaining parts for Light Armored

Vehicle (LAV) during the MSSG-11 WestPac 98.<sup>9</sup> The readiness of the MEU's LAVs was degraded due to difficulties in obtaining repair parts. This caused additional levels of oversight of DSU's functions, such as the FSSG (G-4) readiness section calling directly to the item manager for parts on the MEU SITREP.<sup>10</sup>

***b. The Part is not available at General Account,  
SMU, 1<sup>st</sup> FSSG, Camp Pendleton***

Joint Total Asset Visibility (JTAV) for parts is a future vision of DoD. The concept will allow support personnel to tap into computer sources that will indicate where a part (NSN) located. Until this concept becomes a reality, DSU needs to be able to search all three FSSGs inventory, the item manager's inventory, and DLA's Emergency Supply Operation Center (ESOC), or to open purchase the part. Currently, personal contact among the FSSGs is the method to tap into these resources. By not using this SOS, time is lost in the delivery of parts to the MEU.

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<sup>9</sup> Telephone conversation between LtCol Liebel, MSSG-11 Commanding Officer and the author, 11 August 1998.

<sup>10</sup> Telephone conversation between SSgt Flores, G-4, 1st FSSG, 28 September 1998.

The open purchases of parts that have a civilian application both in CONUS and OCONUS should be a prime source of supply. Former MSSG CO's interviewed concluded being able to purchase locally commercial parts would enhance their capability.<sup>11</sup> An example is a D-7 bulldozer which has commercial use throughout the world.

The decision to do an open purchase could be driven by comparing the time needed to obtain the part from the system and the open market. The key is to have a ready available list of SOSS that is capable of cross-referencing National Stock Numbers (NSN) into a commercial part numbers. Since the MEU has constant changeover of personnel, DSU can be the "hub" for this information and the source(s). Parts can then be shipped directly from manufacturers using the most effective method of accomplishing small purchases, the government credit card, International Merchant Purchase Agreement Card (IMPAC).

Currently, DSU does not have the capability to use the IMPAC credit card to obtain open purchase parts. This purchasing method allows the user to order over the

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<sup>11</sup> Telephone conversation between LtCol Lieber, MSSG-11 Commanding Officer and the author, 11 August 1998. LAN Messages from LtCol Lieber and LtCol Miller, August 1998.

phone parts that are less than \$2500. This limit is on individual purchases. There is also a monthly dollar amount for each holder of the IMPAC card.

Parts located at SOS such as the item manager, open purchases, and DLA are being shipped to DSU, Camp Pendleton for reshipment to the MEU. After the part is received at DSU, the same procedures are taken for a part on hand at General Account. This method was justified by DSU to control the status of the shipment and be able to answer the MEU's questions. Shipping directly from the sources of supply could save at least four or five days shipping time.<sup>12</sup> A change in this process is required to improve the OST.

GTN can provide ITV from the source of supply to the MEU. The limiting factor is inadequate training and education of the GTN system. DSU should be on the cutting edge of all new technology for DoD or commercial systems of ITV in order to provide support to the MEU.

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<sup>12</sup> Meeting between Capt Gresser DSU, 1<sup>st</sup> FSSG, and the author, July 1998.

#### **4. Measurements**

There are no measurements that DSU, TMO, MSSG or PP&P use to gauge the effectiveness of their support to the MEU. Studies have been conducted at the Marine Corps immediate level analyzing Order Ship Time (OST), the time from when an ordering activity places the requisition (Julian date of the requisitions) to its final receipt (e.g., DST receipt transaction in the supported activities supply system (SASSY)).<sup>13</sup> Field Supply and Maintenance Analysis Office (FSMAO) II, at Camp Pendleton completed studies of the 1<sup>st</sup> FSSG in 1995 and 1996 that addressed the importance of order ship time.<sup>14</sup> The studies results caused changes that reduced the OST within the I MEF. Similarly, studies in the OST and the support process should be undertaken at the MEU.

MSSG-11 returned from deployment in June 1998 and informally indicated an average OST of 16 days for all

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<sup>13</sup> All Marine Message, number 029/98, Subject: Logistics Response Time, R 220104Z Jan 98.

<sup>14</sup> Field Supply and Maintenance Analysis Office-2, *OST/RCT A Comparison Study*, October 1996 and *Baselining the 1<sup>st</sup> FSSG's Order and Ship Processes*, November 1995.

requisitions.<sup>15</sup> Conversations with unit personnel indicate that the cycle time started when the shipment left Camp Pendleton. However, these 16 days did not include the time of issuing from General Account at SASSY Management Unit (SMU) or back ordered shipments from other Sources of Supply (SOS) which could potentially add 5-30 days or more to the process. This OST considers only the transportation portion, which does not adequately reflect true OST. Specifically, it does not consider the time lapse of obtaining the part from storage or another SOS and the time delays of receipt of the part due to transfer delays from APOE in Bahrain and the ships. The OST does not compare favorably to commercial system standards, such as Caterpillar Inc., which claims it can ship a part within 24 hours anywhere in the world.<sup>16</sup> Also, the OST from MSSG-11 does not breakdown the time between non-critical parts and critical parts; there is opportunity for improvement in this area.

In September 1998 a new Situation Report (SITREP) was

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<sup>15</sup> LAN message, LtCol Leiber, Commanding Officer MSSG-11, Subject: After Action Brief, July 1998.

<sup>16</sup> The Caterpillar Story, 2nd ed., p.72, Corporate Archivist, Caterpillar Inc. 1992.

developed for the MEU.<sup>17</sup> This SITREP is currently briefed to the Commandant of the Marine Corps every Tuesday morning. The new visibility of supply support for the MEUs has created new layers of oversight. This oversight will ultimately be an advantage to the support of the MEU; however, further training and education is required in GTN and other technological systems. Clearer lines of communication and relationships in the chain of command need to be established to avoid redundancy in tracking the shipments.

Currently, there is not an organization responsible for tracking the shipment of a part all the way to the hands of the customer. There is no in-transit visibility on a real-time basis. However, the MSSG, DSU, and TMO organizations do have the capacity to track a shipment on a real-time basis using the Global Transportation Network (GTN). This system will be discussed in Chapter III.

## **5. Personnel**

The learning curve experienced by personnel at DSU is steep for supporting the MEUs. The majority of the unit is comprised of junior Marines who have not experienced a

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<sup>17</sup> Telephone conversation between CWO Konersky, G-4, 1<sup>st</sup> FSSG and the author, 28 September 1998.

deployment or worked in a using unit. This experience is essential in being able to know the customer and his requirements.

Currently, Marines at DSU have not been formally trained in in-transit visibility techniques. The supply school curriculum does not adequately prepare the Marines for operational support roles. They center training on organic supply, the basic level of support at the user level. To improve the supply personnel's abilities, they need to be "trained" and "educated" in the art of operational support.

Training and education are often seen as synonymous. While they do complement one another, each concept is unique.<sup>18</sup> During training, an individual is seeking to master a set of skills to accomplish a rather limited task. Such a skill base can be tested against a set of known criteria and standards. Therefore, much of training tends to be rote memorization, which is critical to the specialization within the supply military occupational specialties (MOS). Education, however, is focused on developing a critical and effective decision-maker.

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<sup>18</sup> Anderson, Philip, *Foundations for Teaching: A Philosophy for the Marine Corps University*, Quantico, Va. MCCDC, 1994.

Education should help Marines think "out of the box" to become a more creative, synergistic Marine.<sup>19</sup> This will allow the Marine to adapt to new technology and procedures quickly.

Learning how to support the deployed units occurs either through on-the-job experience or by the Officer in Charge's (OIC) initiative to develop training classes. The MOS that has the training for in-transit visibility, which is part of GTN to track shipments, is the TMO MOS (3112) which currently is not directly part of MEU support.

Along with training and education, the Marines of all ranks require that there be a method to rotate them to the MSSGs or other deploying units from DSU to gain operational experience. This rotation would require a large DSU organization with depth in billets to cover deployments, education, and training. Currently, there is no rotation system. Additionally, the demand of other limited personnel within the FSSG has forced the command to send Marines on TAD for exercises. For example, the OIC of DSU was part of the Training Evaluation Control Group (TECG), I MEF (G-7) for a 60 day period during this thesis. His

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<sup>19</sup> Major H. Rose, *Marine Leadership Education*, Master's Thesis, Naval Postgraduate School, Monterey, CA. 1995.

absence seriously limited his ability to influence the support of the MEU.

#### **6. Information/Data**

DSU's mission depends on the continuity of the communication system. It must be able to receive and pass data and information in a timely and accurate manner. Their focus is on supporting Marines forward deployed, and it is essential to have a reliable system. Although this thesis will not determine the hardware or communicate capability required by the DSU, it will identify what is on hand and describe current shortfalls that DSU is experiencing.

DSU does not directly receive the MEU's weekly SITREP. It arrives at the major commands (MEF, FSSG, DIV, WING) every Friday. DSU is required to answer questions concerning the SITREP up the chain of command; however, they are not able to receive the message directly. DSU obtains a copy on their own initiative or addresses it by answering the questions that are proposed by FSSG Headquarters (G-4) which has become especially involved in the status of all critical NSNs (MARES reportable) on the New MEU SITREP. During the writing of this thesis, the process has improved and DSU receives a downloaded version

of the information they need via email from G-4. However, there is still no formal tracking method used for in-transit visibility.

Presently, there is no formal method of capturing data accumulated during deployments. DSU can be the critical link in ensuring the information is passed to the next MEU/MSSG. Computer technology available can capture the data for the MEU deployments with little effort. At a minimum, the following is recommended to be collected and held at DSU:

- OST data for critical and non critical NSNS
- Beginning Loaded Unit Balance File (LUBF) Report
- Ending LUBF Report
- After Action reports (MSSG Supply, DSU for each deployment, TMO, PP&P and FSSG G-4)
- Shipping charges and procedures
- GTN SOP/turnover file
- Data from Pre - and post-deployment briefs

DSU is responsible for connecting with all sources of supply and with the deployed MEU via some communication method. The communication assets available to the DSU are:

- Computers
  - (2) 386
  - (2) 486
  - (3) Pentium

Of these computer assets, three have CD ROM capability and five have Banyan capability.

- Telecommunication
  - (2) Commercial and DSN phone lines
  - (1) Commercial and DSN FAX line

DSU provides the home numbers of its Officer and SNCOS to the deployed units to avoid missing a message.<sup>20</sup>

#### **C. MEU SERVICE SUPPORT GROUP (MSSG), SUPPLY DETACHMENT**

This section focuses on the MSSG as the customer of the supporting units at Camp Pendleton. However, the expeditor is currently on the MSSG Table of Organization (TO) and is a critical link in the support chain. This area will be discussed based on interviews with previous expeditors.

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<sup>20</sup> Meeting between Capt Gresser DSU, 1<sup>st</sup> FSSG, and the author, July 1998.

## **1. Mission**

MSSG's mission is to support the MEU with all classes of ground supply, with the exception of Class V ammunition, which is controlled at the MEU level. They are the direct customer of the supporting units, DSU, PP&P and TMO and the supporting unit for the MEU's ground logistical support.

## **2. Personnel**

There are 20 Marines in the supply detachment with various experience levels of supply. For the majority of Marines in the detachment, this is their first deployment.

## **3. Supply Block on Deployment**

There will always be a parts requirement for the supporting organizations no matter the size of block the MSSG has deployed. The amount of NSNs in the block does not determine the required support for the MEU.

Unlike Camp Lejeune, DSU at Camp Pendleton does not build the MSSG its block. The building of the block is time consuming to the I MEF MSSGs, using valuable time that could be applied to education of the support processes.

## **4. Training/Education**

The MSSG training of personnel is a major area of concern. The MEU focuses on training in the Special Operational Capable (SOC) missions. Logistics is not part

of the training program. Recently, the FSSG (G-4) Logistics Readiness Evaluation (LRE) began conducting training courses for the MSSG detachment prior to transferring to the MEU. However, this training does not include critical organization of support, DSU, TMO, or PP&P. Education of the entire support system is required to provide the Marines with the ability to understand all methods of support.

There are no Standard Operating Procedures (SOP) for MSSGs that address transportation and supply support while on deployment.<sup>21</sup> This lack of standard procedures causes supply officers to develop their own methods to these types of problems. The use of LIPS can provide an effective use of time and provide standard operating procedures. For example, a former MSSG supply officer used LIPS for ITV, yet this information was not passed on to other MSSGs.<sup>22</sup> LIPS is a tracking program for DLA requisitions which is linked to GTN. The supply officer did not know this link between the systems.

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<sup>21</sup> Meeting between Capt Gresser (DSU OIC, 1<sup>st</sup> FSSG), Capt Harrington and GySgt Jones (MSSG-13, 1<sup>st</sup> FSSG), Capt Powell and Lt Rego (MSSG-11, 1<sup>st</sup> FSSG) and the author, May 1998.

<sup>22</sup> Telephone conversations between Capt Whitehouse, and the author, September 1998.

## **5. Information system**

The current trend and general consensus of the MSSGs is to have Supply officers move to the command ship to tap into its technology and the communication resources. This move is a culture change for the MEU since logistics personnel are traditionally not the main focus of the MEU on "big deck" amphibious ships. It is critical for the MSSG to have access to the WWW, email, and phones to provide real time ITV to the MEU Commander.

## **6. Expeditor**

### **a. Background**

Since 1992, the expeditor billet has been filled from existing MSSG personnel and then sent forward to establish contacts at the APOE and forward shipments to the MEU.<sup>23</sup> The Marine's job can be termed as the "watchdog" for the MEU for In-Transit Visibility.

In 1997, the 1<sup>st</sup> FSSG added a line number to the MSSG's Table of Organization (T/O) to include a Marine Staff Non-Commissioned Officer (SNCO) "expeditor". This billet has been filled with a warehouseman (MOS 3051).

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<sup>23</sup> Author, Logistics Officer/Executive Officer MSSG-13, 1<sup>st</sup> FSSG, 1992-1995.

Generally, a Gunnery Sergeant (E-7) is the preferred rank for this billet, but at minimum, a Staff Sergeant (E-6) can fill it. The justification for a SNCO in this billet is to have the Marine of equal rank with the Navy Chiefs (E-7) they work with in Bahrain.

The expeditor is a critical link in the transportation chain in support of the MEU. This link is demonstrated each time a MEU or another Marine Corps unit arrives in the Gulf region. During Desert Thunder and Cobra Gold there was difficulty in tracking and forwarding parts for those exercises, causing the need to send a Marine SNCO to Bahrain.<sup>24</sup>

The MEUs are assigning the expeditor three to four months temporary additional duty (TAD) from the MSSGs for each deployment to Bahrain. The last two deployments had the expeditor in Bahrain for three months (MSSG-13), four months (MMSG-11), and currently, MMSG-15 estimates the expeditor will stay for three months. The cost of TAD is \$70.00 a day plus a \$4.00 a day allowance to live in the Mania Plaza, which is a contracted apartment building. The practice of the MEUs funding this billet with their

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<sup>24</sup> LAN message, Capt Anderson, I MEF Strategic Mobility Officer, Subject: Answer to Questions, 8 September 1998.

declining budgets shows that the expense is worthwhile to improve their ITV and readiness.

TMO Marines need to be in the operational units as well as the bases and stations. This concept has caused a restructuring that will move officer billets out of bases and stations and into Marine Expeditionary Force billets.<sup>25</sup>

**b. Duties**

The Expeditor coordinates flight operations with the Administration Support Unit (ASU) Bahrain, CTF-53 personnel to transfer shipments to the MEU. There are regularly scheduled flights (M, W, F) by Desert Ducks to the ships. The Marine expeditor also arranges space on the helicopter for Marine gear. If warranted, he could request a special flight via Air Tasking Order (ATO) for the cube of gear that could not be handled on regular flights.

Shipments that are oversized are delivered via a supply ship. CTF-53 provides the schedule for all ships in the area.

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<sup>25</sup> Mr. F.W. Frank, Acting Marine Corps TMO, HQMC "The Customer is Always Right, Right?" *TRANSLOG*, Fall Issue, p.14, 1997.

After arrangements have been made for the supply ship, the expeditor ensures the shipment is transferred from the airport to the dock.

If the shipment is less than 150 pounds, it is shipped via FedEx. The expeditor's name or the word MEU/Marines should be printed on the outside of the package to ease the identification process in Bahrain. Upon arrival, the shipment takes an additional day to clear customs. The expeditor is also responsible to retrograde any previous MEU shipments back to CONUS.

The expeditor ensures that no bottlenecks occur and the follow-on shipment to the MEU is arranged prior to its arrival for flight to Bahrain. Presently, the preferred method for the expeditor is to call Norfolk or ask his Navy counterparts at Administrative Support Unit (ASU) to determine the status of the shipment. This is largely due to inadequate training and mistrust of the GTN system. Currently, an expeditor receives an informal training class on GTN upon arrival in Bahrain from ASU personnel.

Appendix (A) is a SOP from the 11<sup>th</sup> MSSG expeditor which covers points of contact, Bahrain shipping address, and current procedures of the Bahrain expeditor.

**D. TRAFFIC MANAGEMENT OFFICE (TMO) (FREIGHT SECTION)**

**1. Mission**

The TMO's mission is to forward shipments received from DSU or PP&P to the MEU per the customer's request.

**2. Background, Forwarding Processing**

TMO freight receives the shipment package from either DSU or PP&P and arranges for forwarding to the MEU using commercial or DoD air.

DoD air shipments less than 750 pounds arrive in Bahrain within five to seven days. Shipments greater than 750 pounds arrive within 15-17 days. These times do not include follow-on transport requirements to the MEU or the time spent requisitioning the part for shipment.

Commercial shipments are limited to 150 pounds or less, using Federal Express as the primary carrier. The shipment arrives in three to five days. Disadvantages of the commercial mode are the requirement to deliver to a land address and possible customs delays. There are

situations when a shipment will arrive via DoD transportation prior to commercial shipment.

The GSA contract for commercial shipments is with Federal Express, which requires a delivery address. The Marine Corps uses a post office box mailing address system which creates a problem. Mr. Frank (HQMC TMO) believes a separate Type of Address Code (TAC 4) for express deliveries may be the long-term solution to this address problem.<sup>26</sup> To make the system work, a MSSG supply officer has provided his hotel room in Bali as an address for FedEx.<sup>27</sup>

TMO has the capability though GTN to track shipments to the MEU. Currently, TMO does not track shipments for the MEU or any other organization until the Required Delivery Date (RDD) has passed.<sup>28</sup> This is due to the current regulations and contracts with the shipper.

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<sup>26</sup> Mr. F.W. Frank, Acting Marine Corps TMO, HQMC "The Customer is Always Right, Right?" *TRANSLOG*, Fall Issue, p.14, 1997.

<sup>27</sup> Telephone conversation between Capt Whitehouse, former MSSG Supply Officer, and the author 12 August 1998.

<sup>28</sup> Telephone conversation between Capt Anderson, SMO 1<sup>st</sup> FSSG and author 7 October 1998.

TMO personnel should become involved in the real time tracking of MEU shipments. They can accomplish this tracking by providing Marines to the MSSG and stationing one in Bahrain.

### **3. Information system**

TMO is in the process of installing the Air Force's Cargo Movement Operations System (CMOS) program to track the movement of parts between Storage, PP&P and TMO. CMOS is used to effectively plan, document, and manage inbound and outbound cargo. Presently, there are no plans to include DSU in this installment. This system can provide ITV for the MEU shipment from the time of issue until delivery. CMOS is also linked with the GTN system.

### **4. Mode of Transportation**

Starting in 1998, the MSSGs will be responsible for their own TOT costs. The comptroller has authorized \$250,000 for a MEU's TOT cost for a deployment. Limiting the money in the TOT budget creates tradeoffs between costs and readiness. The fastest mode of transportation is air, which comes at a premium cost. This is a cost the MEU is willing to pay in order to maintain readiness.

TOT costs have a direct relationship with inventory. Transportation costs will rise when inventory costs are reduced. If less is carried in inventory, restocking to end users increases. Transporting small amounts of inventory cost more in transportation than transporting larger amounts of inventory because of the economics of scale of transportation. The costs for the past two fiscal years for TOT support of the MEUs follows.

	<u>FY 97</u>	<u>FY 98</u>
DoD	\$472,547	\$390,376
Commercial (FedEx)	<u>56,477</u>	<u>111,896</u>
Total	<u>\$529,024</u>	<u>\$502,262</u>

The FY98 costs are as of August 11, 1998 provided by TMO at Camp Pendleton.

##### **5. Priority assignment**

In August 1998, a action paper was written addressing the Transportation of Things (TOT) funding for the MEU.<sup>29</sup> It revealed that the practice of combining shipments (consolidation) is a method to use for the highest transportation priority (TP). DSU consolidates the MEU's

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<sup>29</sup> Capt Anderson, Action Paper, Subject: Review of Transportation of Things (TOT) funding for the MEU, 10 August 1998.

shipments and assigns a Priority Designator requested by the MEU.

TMO does not prioritize shipments or question the supply priority given. They execute the transportation per the Marine Corps Order. The cost of using premium transportation for shipments should be considered part of the support of the MEU. FedEx is usually requested as the shipping method of choice by the MEU, which carries a premium cost.<sup>30</sup>

Additionally, TMO research conducted during Air Lift Clearance (ALC) challenges (any shipment that costs over \$5,000) indicated that the MEUs were shipping requisitions that were on back order prior to the float without revalidating their mission requirements. The end result is the expenditure of unnecessary TOT funds for premium transportation and an ineffective system for streamlining the process of shipping "true" high priority cargo to the MEU.<sup>31</sup>

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<sup>30</sup> Meeting between Mr Ashe, TMO MCB Camp Pendleton, and the author May 1998.

<sup>31</sup> Capt Anderson, Action Paper, Subject: Review of Transportation of Things (TOT) funding for the MEU, 10 August 1998.

For example, 2,500 pounds of grease were sent to a MSSG at a cost of \$5,000. Research concluded that the grease was a back order and not required.<sup>32</sup> The MEU and DSU need to meet prior to deployment and arrange for backorders that are not mission essential to be staged at DSU until their return. If the NSN is needed on deployment by the fourth month, it can still be shipped. Also, the use of GTN would assist TMO in answering the ALC question by providing ITV. The real issue is to educate the MEU personnel that FedEx or another premium carrier is not always the quickest method of obtaining the part nor the cheapest. TMO should be involved in determining the best air method from a cost and time perspective.

Overall, there is a fundamental misunderstanding on how the shipment priority is determined by TMO. Education between TMO and supply Marines is required.

#### **E. PRESERVATION, PACKING, AND PACKAGING**

##### **1. Mission**

To prepare parts in durable packages to prevent damage from the shipment or storage.

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<sup>32</sup> Telephone conversation between Capt Anderson, SMO 1<sup>st</sup> FSSG and author 7 October 1998.

## **2. Background**

The Marine Order allows a four-hour turn-around time (TAT) for a 02 priority, but the average packing time is two hours.<sup>33</sup> PP&P is committed to the philosophy that if there is any possibility of damage occurring to a part, they will repack it. They pack for the worst case scenario.

Based on interviews with the expeditors, it was recommended that PP&P place, at a minimum, a three-inch marking on the package indicating the word "MEU" or "Marines". This would help identify the package or container rather than relying on the small printed TCN.

## **3. Personnel**

PP&P has 12 civilian employees and 45 Marines. They have a budget of 180 thousand dollars and pack over 80 million dollars worth of equipment for either storage or shipment per year.<sup>34</sup>

## **4. Information system**

PP&P is presently not linked with any of the other supporting units. The installment of CMOS will provide ITV among PP&P, TMO, and 1<sup>st</sup> FSSG Supply Battalion Storage.

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<sup>33</sup> Meeting between Mr. Davila, PP&P 1<sup>st</sup> FSSG, May 1998.

<sup>34</sup> Meeting between Mr. Davila, PP&P 1<sup>st</sup> FSSG, May 1998.

## **F. DEFENSE LOGISTICS AGENCY**

### **1. Premium Service**

DLA offers a customer-oriented distribution channel to DoD. It has a contract with FedEx to deliver door to door, mission-critical, readiness-driven item within 24 to 72, hours seven days a week.

DLA's slogan, "When it absolutely, positively has to get there, the Premium Service facility puts time on your side."<sup>35</sup>

The efforts that are presently being used to obtain parts through the item manager and other sources are at times, time consuming and cause delays in shipments. DLA has organized a Premium Service Facility that carries 5,000 specific NSNs that are guaranteed to be delivered to overseas customers within 72 hours. Within the CONUS, it guarantees delivery within 24 hours after receipt of the requisition. This is accomplished by a contract with Federal Express, which took over a DLA warehouse in Memphis Tennessee. The services pay to have their NSNs maintained at this location but can centralize parts, which reduces

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<sup>35</sup> Loglines, DLA support command, June 1998 Special Double edition. "Premium Service Facility" by William Gookin.

overall inventory costs. The facility operates 24 hours a day.

This Premium Service offers real time In-transit Visibility by providing information directly from the facility, checking FedEx's web site, or by using GTN to track shipments.

DLA could assist the Marine in centralizing the high dollar parts in the inventory, thus reducing the inventory. This service could be used for the immediate supply points as well as the MEU. Further research is required to ensure the correct NSNs are maintained and additional TOT funding allocated.

The key to using this system is having the technology available at a worker's desk. DSU should be online with DLA Premium Service and query the system as required. If the part is held at DLA Premium Service center, the part should be shipped directly to the MEU.

#### **G. CHAPTER SUMMARY**

The four organizations that support the MEU are all interrelated and assist each other in the transportation of requisitions to the MEU. However, there is no central technology or organization allowing for In-Transit

Visibility, which GTN can provide. GTN will be discussed in Chapter III.



### **III. GTN USAGE FOR IN-TRANSIT VISIBILITY**

The objective of technology is not to eliminate people from the command and control process; instead it is to enhance their performance... freeing commanders to focus on the aspect of command and control that require their experience, judgement and intuition.<sup>36</sup>

Victory is the beautiful, bright-colored flower. Transport is the stem without which it would never bloom.<sup>37</sup>

#### **A. CHAPTER OVERVIEW**

The current technology available and processes used by units supporting the Marine Expeditionary Units (MEU), while deployed from Camp Pendleton, California will be examined. These technologies include the Global Transportation Network (GTN) focusing on Cargo In-transit Visibility, Joint Total Asset Visibility (JTAV), and Cargo Movement Operations System (CMOS).

#### **B. GLOBAL TRANSPORTATION NETWORK (GTN)**

##### **1. Background**

The Global Transportation Network is a command and control system developed by United States Transportation

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<sup>36</sup> Naval Doctrine Publication 6, Naval command and Control, p. 44.

<sup>37</sup> Sir Winston Spencer Churchill (1874-1965).

Command (USTRANSCOM) to coordinate global transportation for all services and government agencies. This system came as a response to the realization that during Desert Shield and Desert Storm tracking of troops and materials, from their point of origin to their final destination, was essential for a successful operation. Matthews and Holt observed that

During the shipments to the Gulf the expeditor and commands in the field demanded speed of surge vice the need to systematical approach. The result was that over 50% of the shipping containers were required to be opened and inspected to determine their contents and plan for shipping intratheater.<sup>38</sup>

The GTN system was designed at the MARCO level with information being provided to the National Command Authorities (NCA), CINCs, USTRANSCOM, its component commands, and DoD customers for strategic movement of personnel and equipment as well as sustainment. GTN provides its customers with a seamless, real-time capability to both classified and unclassified information for transportation and deployments during peace and war.

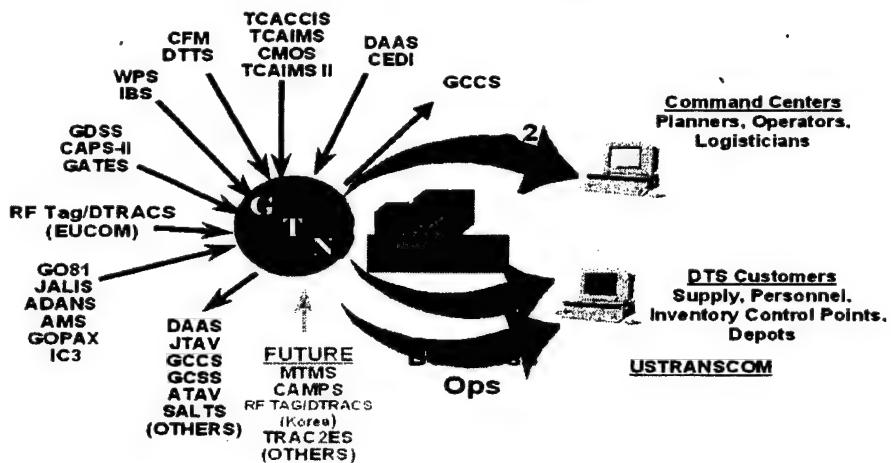
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<sup>38</sup> Matthews James K. and Holt Cora J., *So Many, So Much, So Far, So Fast*, USTRANSCOM, 1992.

Even though GTN is designed for strategic capability, it can be applied at the MEU level.<sup>39</sup> Its ultimate purpose is to enable commanders to track the movement of units and surge equipment into a theater of operation with follow-on sustainment.

TMO, DSU, and MSSG at Camp Pendleton California and Camp Lejeune have the capability to use the GTN system interfaces with DoD and government agencies (Figure 4) at various levels (see Appendix B) and with the commercial industry.

### GTN CONCEPT (Jun 98)

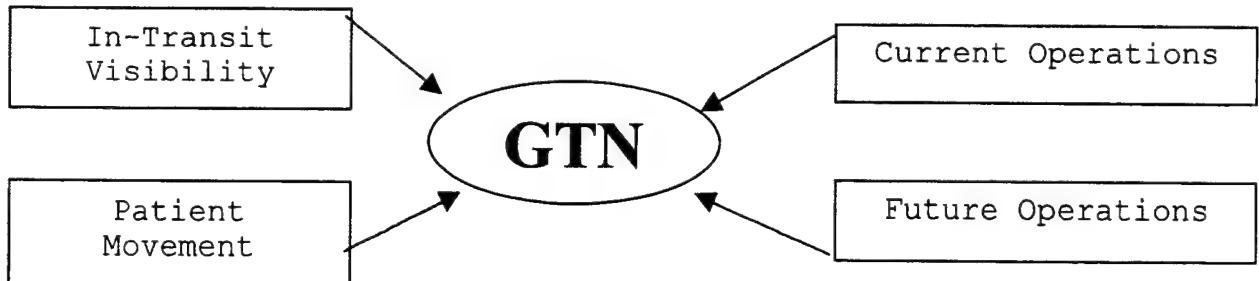


**Figure 4. GTN Interfaces**

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<sup>39</sup> Telephone conversation between Mr. Canepa, SRA Inc. contractor for training GTN, Maj Bass, GTN USTRANSCOM, and Capt Anderson, SMO 1<sup>st</sup> FSSG and the author September to October 1998.

GTN has four major functional areas: In-Transit Visibility (ITV), Current Operations, Future Operations, and Patient Movement (Figure 5).



**Figure 5. GTN Functions**

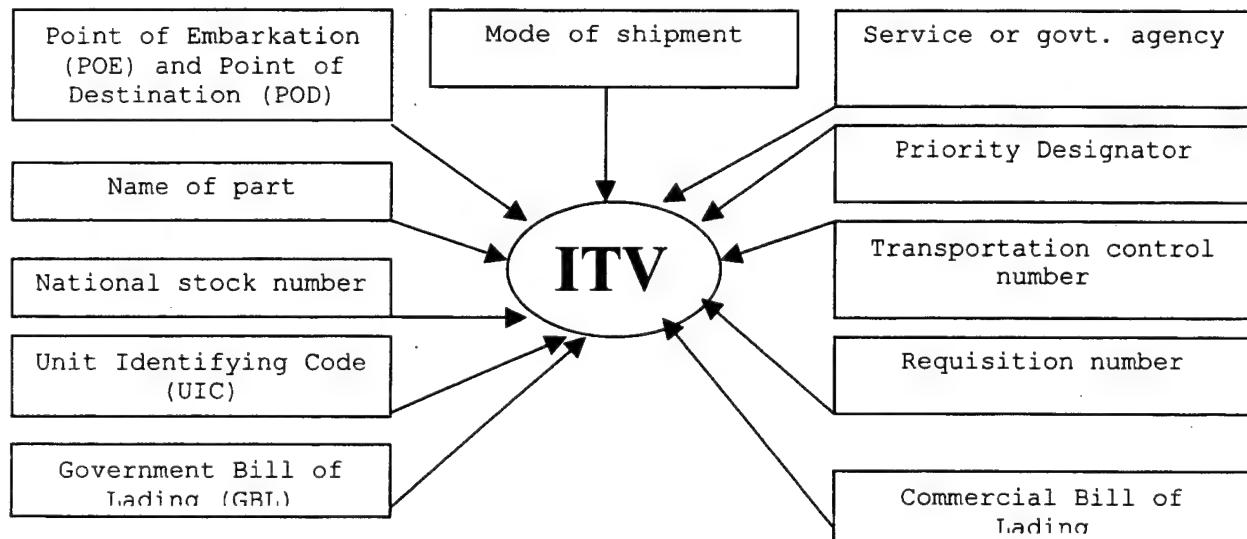
The In-Transit Visibility (ITV) within the GTN system can be used as a primary method to support the MEU. ITV is defined as the ability to track the identity, status, and location of DoD unit and not-unit cargo, passengers, patients, and personal property from origin to ultimate destination during peace, contingency, and war.<sup>40</sup> Simply put, ITV allows the Commanding Officer off the coast of Somalia or Bosnia to answer the questions, "where is the part and when will it get here."

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<sup>40</sup> Defense In-Transits Visibility Integration Plan, U.S. Transportation Command, J4-LT; February 1995.

ITV has two main categories: cargo and personnel.

This thesis focuses on the cargo portion of ITV. Cargo is categorized as non-unit, personal property, and redeployment and retrograde sub-components. The MEUs are primarily concerned with the Cargo-Non Unit and Cargo redeployment and retrograde. Cargo-Non-Unit is defined as sustainment materiel in CONUS, pre-positioned overseas and afloat. Cargo redeployment and retrograde are defined as in-theater cargo that must be shipped back to its destination or shipped to another location. ITV, which became fully operational in 1997,<sup>41</sup> allows cargo to be located by the methods in Figure 6:



**Figure 6. ITV Functions**

<sup>41</sup> Defense Transportation Journal, February, 1998.

This system provides the essential link in the supply chain for the MEU. The system allows the MEU Commander to have confidence in the sustainment system by providing visibility along the entire transportation route. Another important feature for a MEU is the ability to reconstitute shipments and to divert shipments to new destinations, preferably in-transit. These two capabilities alone justify the further use of ITV within the GTN system at the MEU level.

The GTN system does not solve all the problems that a MEU encounters in transporting parts from CONUS to the MEU. Other areas of concern are inflated priority codes, intra-theater transportation and the expeditor, GTN data input, costs, communication systems, and responsibility for the actual tracking of the shipments. The GTN system does not replace the Defense Transportation System (DTTS) which is still the primary tracking method of transportation for the services, but DTTS interfaces with GTN through Electronic Data Interchange (EDI). DTTS will continue to be a major system in DoD transportation network.

## **2. GTN Program Manager Office**

The GTN procurement is two and half years into fielding and development. It started as a client server system and has moved to a web based application system. It currently has the capability to interface with the commercial industry.<sup>42</sup>

## **3. JTAV**

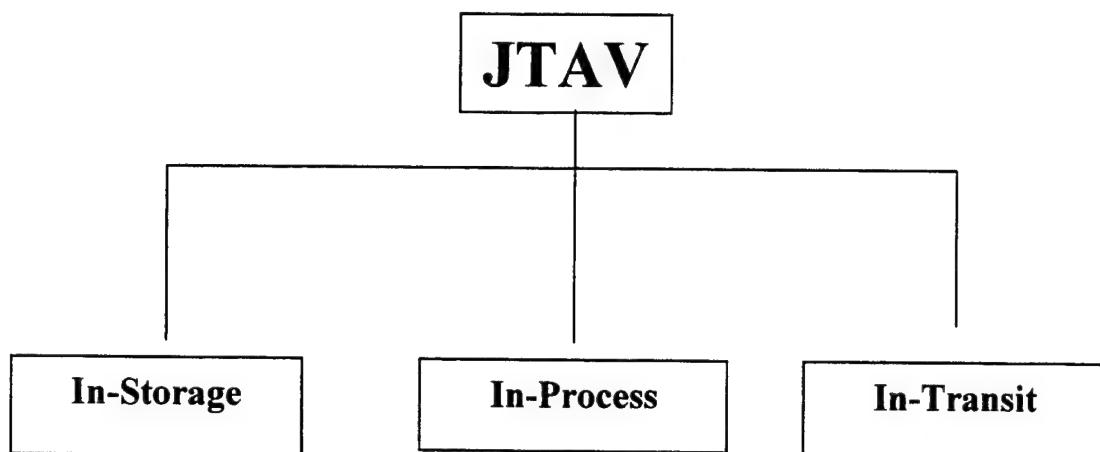
JTAV is defined as the capability for both operational and logistics managers to obtain and act on information regarding the location, quantities, condition, movement, and status of assets throughout DoD's logistics system.<sup>43</sup> DoD's requirement for JTAV is based on two key factors: military readiness and cost of logistics as Figure 7 shows. JTAV has three types of assets: In-Storage, In-Process and In-Transit. Within JTAV, the In-Storage is defined as items being stored in retail or wholesale inventory, at either organic or commercial sites. In-Process refers to assets that are on order with a DoD vendor, or in the

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<sup>42</sup> Telephone conversation between LCDR Toocker, GTN PM Office USTRANSCOM, and the author, 26 May 1998.

<sup>43</sup> *Defense In-Transits Visibility Integration Plan*, U.S. Transportation Command, J4-LT; February 1995.

repair cycle either at the Depot or commercially outsourced. The ITV is the In-Transit part of JTAV.



**Figure 7. JTAV Functions**

ITV focuses on the DoD transportation systems with Electronic Data Interfaces (EDI), linking the commercial industries to the system.<sup>44</sup> This partnership with industry has allowed the user to track both commercial and DoD shipments using the GTN system. The commercial industry and DoD developed this capability as a team and the system is presently in operation. Examples of the commercial companies involved in the partnership are Federal Express, Sealand, and United Parcel Service with more transportation providers continually joining. Federal Express has taken the support one-step further by using DoD TCNs in their

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<sup>44</sup> Telephone conversation between Mr. Joel Canepa, SRA Inc. contractor for training GTN, and the author, 26 May 1998.

shipping documentation and has developed a web page that interfaces with GTN.

GTN continues to improve through weekly updates on its web-site. The system was fielded with the capability to make changes as they occurred without the user's knowledge. This allowed GTN to be used operationally by the CINCs and USTRANSCOM earlier than expected. A major enhancement occurred in February 1998 with the transition from a client server based system to a more user-friendly system on the World Wide Web (WWW).<sup>45</sup>

A future vision of GTN is the capability of providing courses of actions (COA) with artificial intelligence using the transportation data.<sup>46</sup> For example, when a C5 or C17 becomes unavailable (maintenance problems or a combat loss), the system will automatically recommend the best routing change. This portion of the system is currently being developed.

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<sup>45</sup> Telephone conversation between LCDR Tooker, USTRANSCOM, and the author, 15 July 1998.

<sup>46</sup> Telephone conversation between Mr. Joel Canepa, SRA contractor for training GTN, and the author, 26 May 1998.

Appendix (C) provides an unofficial GTN User's Handbook and instructions to receive a user identification and password.

#### **4. MEU Service Support Group (MSSG)**

It is essential that ITV be available to the MEU for tracking CONUS/OCONUS shipments, although MEUs are not mandated to use GTN and technically have no requirement to track transportation control numbers (TCNs).

MSSGs at Camp Pendleton build their own supply block, which can account for 60 to 70 percent of the combat deadlining repair parts issued. At Camp Lejeune, DSU builds the block. The remaining parts must be requisitioned from CONUS with 65 to 75 percent of requisitions issued by SMU and the remaining 25 to 35 percent from a variety of Defense Logistics Agency (DLA) item managers and other DoD and commercial suppliers/vendors.<sup>47</sup>

#### **5. MSSG Past GTN Usage**

From 1992 to 1995, while deployed with the MSSG-13, 13<sup>th</sup> MEU, the MSSG did not have the ITV support from DSU or

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<sup>47</sup> Commanding General 1<sup>st</sup> FSSG (G-4) letter, Subject: Precision Logistics Initiative, 4400/G-4 December 1997.

the capability to use GTN. The communication aboard the ships was inadequate to track parts on GTN due to the amount of time it required. A Marine was sent to formal GTN training, but his expertise was never utilized. A daily naval message or SALTS gram was sent out from the supply officer requesting information on the shipments. The IMARSAT phone was not used often because it was on another ship and due to the cost of the call. The MEU commander continued to ask the question, "Where is the part!"

#### **6. MSSG Present GTN Usage**

The communication and technology systems on the ships and land have improved to a point where information can be retrieved on a 'real time' basis. GTN is now being used aboard ships and from a land-based expeditor's computer via WWW.

GTN relies heavily upon the current capabilities of the Internet. All users are given a user ID and password. Access is given though a client-server connection or though either the SIPRNET or NIPRNET. The usual methods of communication are via Banyan and Internet.<sup>48</sup> The MSSGs have

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<sup>48</sup> Telephone conversation between Capt Gresser DSU 1<sup>st</sup> FSSG, and the author, 27 May 1998.

access to the SALTS system but seldom use it because of the cost (\$6-\$9 minute).

The supply detachments of the MSSGs are moving to the command ships because of the better communication assets they provide. This is a cultural change for the MEU since historically combat Marines had priority for being embarked on the technologically advanced ships, which were usually the command ships.

The GTN system can scroll through TCNs and pull down the NSNs within those TCNs if the APOE inputs the information by NSNs within the TCN. The Air Force uses several systems to track their parts: two of the most popular systems are Consolidated Airlift Port System (CAPS) and Global Air Transportation Electronic System (GATES). GTN system interfaces with many organizations; consequently, it takes time to filter through to locate a particular shipment. Ideally, the system should automatically feed the information directly to the MEU and support organizations without having to query the system. This can be accomplished by setting the defaults in the system to provide the required information for a unit.

Data can be entered in the system at Camp Pendleton to avoid reliance on other systems and services. DSU has the capability to enter data into the GTN system, and with the introduction of CMOS at storage and TMO they also can induct data to ensure complete ITV from the source to the customer.

There are several ways to use the system. By keypunching the first fourteen numbers (UIC and Document number), all TCNs assigned to a unit are listed. This information will be useful when a pallet is broken down at an APOE and produces multiple TCNs. The query will produce the original TCN and all others that were assigned to the broken down pallet.<sup>49</sup>

#### **a. MSSG-11's Current Status**

MSSG-11 returned from deployment in June 1998. They did not use GTN on the deployment because their ship did not have WWW access. DSU kept the MSSG informed of the status of shipments by forwarding information from GTN Banyan email or SALTS. For their next deployment, the

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<sup>49</sup> Telephone conversation between Mr. Joel Canepa, SRA Inc. contractor for training GTN, and the author, 26 May 1998.

supply detachment will be moved to the command ship that has WWW access.<sup>50</sup>

**b. MSSG-13's Current Status**

MSSG-13 plans to send five Marines to formal GTN system training. They are in the process of contacting Scott Air Force Base to schedule training dates. Currently, they do not have anyone familiar with the GTN system. The information GTN provides the MSSG with "checks and balances" to track the shipments.<sup>51</sup>

MSSG-15's expeditor in Bahrain plans to transfer to MSSG-13 after their deployment. By making back to back floats, it will enhance the expeditor's ability to do the job. The FSSG allowing the back to back assignment is an indication that the expeditor should be a one-year assignment.

**c. MSSG-15's Current Status**

Prior to deploying in June 1998, MSSG-15 received user identification codes and passwords to establish a GTN

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<sup>50</sup> Telephone conversation between GySgt Martin, MSSG-13 Supply Chief, and the author, 2 November 1998.

<sup>51</sup> Telephone conversation between GySgt Jones, MSSG-13 Supply Chief, and the author, 21 May 1998.

account. They planned to learn to use GTN by self-teaching on the WWW. The supply officer stated they must track the TCNs because "No one cares as much as you do" prior to the deployment.<sup>52</sup> The Supply Officer did not respond while on deployment, to state how tracking of the shipments is actually being conducted.

The supply officer deployed with a lack trust in the system (TMO and DSU) to provide the information he required. Four organizations could track the shipment simultaneously - DSU, TMO, MSSG, and the expeditor in Bahrain. This capability implies built in redundancy in tracking shipments.<sup>53</sup> The supply officer needs to provide an after action report upon his return to assist in building the trust for the next deployment.

## 7. MEU SITREP

The new MEU SITREP (see Appendix D) is a very detailed document that requires real time ITV. It has generated new interest in the capabilities that GTN can provide in its ITV function. Presently, there is redundancy and crossing

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<sup>52</sup> Meeting between Lt Nater, MSSG-15 Supply Officer 1<sup>st</sup> FSSG, and the author May 1998.

<sup>53</sup> Telephone conversation between Lt Nater, MSSG-15 Supply Officer 1sr FSSG, and the author, 16 May 1998.

of lines of responsibility for resolving issues on the SITREP. GTN can be the central information center for all the answers.

**8. Traffic Manager Office (TMO) Camp Pendleton California:**

The supervisor at Freight attended formal training for GTN when the system was introduced in 1992.<sup>54</sup> The implementation of the GTN system has been smooth. TMO does not track shipments until the Required Delivery Date (RDD) is past due or it is requested by the customer. There are presently no problems in the cargo area, but the Marine Corps has a problem with DoD requiring too much documentation of the shipment.<sup>55</sup>

**9. Deployed Support Unit**

DSU has had no formal training in GTN use. DSU accesses for the MEU the GTN system two to three times per week to download then retype the shipment status, which is then sent to the MEU/MSSG via email. Additionally, they access the GTN system upon the customer request. This

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<sup>54</sup> Meeting between Mr. Ashe, TMO MCB Camp Pendleton, and the author, May 1998.

<sup>55</sup> Telephone conversation between Mr. Ashe, TMO MCB Camp Pendleton, and the author, 27 May 1998.

usually occurs for "hot items" on the SITREP that requires daily visibility.

The DSU at Camp Lejeune uses a manual system (phone calls) to track shipments. They have attempted to use the GTN system, but there are six firewalls to pass through before getting to the WWW. The number of hours it takes to log onto the GTN system discourages its use.<sup>56</sup> This situation could probably be corrected easily through communication between DSU and the system network personnel.

Presently, DSU forwards updated shipment status two or three times a week to the MSSGs.<sup>57</sup> DSU's SOP does not identify their responsibility for tracking the shipment. This method is time consuming and can result in mistakes in transcribing information.

#### **10. Data input**

Like any other computer system, GTN effectiveness depends largely on data input. A thesis completed at the Air Force Institute of Technology concluded that the main reasons for inaccuracy of data in GTN are human error,

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<sup>56</sup> Telephone conversation between Capt Perin, DSU 2<sup>nd</sup> FSSG, and the author, 16 June 1998.

<sup>57</sup> Telephone conversation between Cpl McNight, DSU 1<sup>st</sup> FSSG, and the author, 23 September 1998.

communications, and standardization factors.<sup>58</sup> Unless USTRANSCOM and individual users ensure information is timely and accurate, their customers will not trust this system and thereby resist using it. The solution proposed by the thesis was that training and education are the foundation for implementation of the GTN. Additionally, technological advancements in the logistics field will require constant training and education.

### **11. Training by the Contractor**

The Marines attending the course are normally in the traffic management field. Camp Pendleton, to date, has trained the most users. Five Marines were trained on the system during calendar year 1997. There was a steady flow of Marines at the beginning of the program; however, that has diminished. The training takes two days to teach the use of the web browser. GTN can be self-taught on the WWW using a training manual; however, this course teaches the

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<sup>58</sup> Major Young, *Data Inaccuracy in the GTN System*, Master's Thesis, Air Force Institute of Technology, Wright-Patterson AFB, Ohio, 1996.

most effective methods to search for information and allows for questions and answers.<sup>59</sup>

## **12. Threats to security**

Secure use of GTN is a top issue for the Marine Corps, and USTRANSCOM is trying to address it. The problem lies in the WWW and its access to the world. GTN interfaces with commercial shippers who use both unclassified systems and DoD systems which are both classified and unclassified. This mix causes potential compromise of information.

GTN is expected to have approximately 8,000 users in four major groups: command center (100), planner and operations (400), logistics support (4500), and medical support (3000).<sup>60</sup> The telecommunication links are potentially vulnerable to intercept or disruption especially overseas where accessibility broadens. GTN uses both unclassified and classified databases. This limits all the information available to the users depending on his/her classification.

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<sup>59</sup> Telephone conversation between Mr. Joel Canepa, SRA Inc. contractor for training GTN, and the author, 26 May 1998.

<sup>60</sup> *GTN Operational Guide*, USTRANSCOM, January 1995.

### C. CHAPTER SUMMARY

The GTN system will enhance the MEU's capability to sustain itself while deployed by providing real time ITV. This information access could save junior supply officers from tap dancing in front of the MEU commander answering the age-old question "Where is the part?" The ITV portion of GTN can give logistical operators the ability to plan and execute missions during peace- and wartime. By using GTN at the MEU level, it will enhance their ability to track parts. Additionally training and education will assist in preparation for a full-scale commitment.

GTN is designated as the transportation component of the Global Command and Control system and will serve as the ITV module for the DoD Total Asset Visibility Program.<sup>61</sup> DoD does not currently mandate GTN; however, it is embedded into the future of DOD transportation. GTN has not replaced the Defense Transportation System or any other services systems; instead it has placed an umbrella over all system by interfacing with them. This has made GTN user friendly and capable of providing information with wider coverage.

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<sup>61</sup> Telephone conversation between Major Bass, GTN, USTRANSCOM, and the author, 24 September 1998.

The move from client to Internet version has been a major step in providing the operational level user with ability to use the system. It has changed the warfighters thinking of JIT logistics because they are now able to see status through ITV. ITV allows the commanding officer visibility.



## **IV. DATA COLLECTION AND ANALYSIS**

### **A. CHAPTER OVERVIEW**

This chapter assesses the results of the questionnaire used in this study (See Appendix F). The data from this questionnaire provides an overview of the perceptions of MEU logistics Marines and actual working processes currently in place in support of the MEU. In this chapter background about the questionnaire is presented, responses are discussed, and results analyzed, and survey. Opinions are summarized.

### **B. QUESTIONNAIRE BACKGROUND**

To obtain an overview of the entire support process of the MEU, the questionnaire was sent to 30 supply officers, chiefs, and former expeditors of MEUs, MSSGs and DSUs. It was emailed as an attachment in Microsoft Word, which resulted in difficulties since many Marines are using Lotus SmartSuite™. Follow-on telephone conversations were required to track the questionnaires and clarify answers.

### **C. QUESTIONNAIRE RESPONSES AND ANALYSIS**

This section is divided into the broad categories covered in the questionnaire; personal

experiences/technology, customer service, command support, and support organizations. Some questions required short answers, while others requested a rating from 1 to 5. The best rating is 1 and the worst is 5. A summary of each section will be presented derived from the general opinions of the survey and telephone conversations.

There were 16 responses to the survey, covering the 1993 to 1998 deployments with two from Camp Lejeune and the remaining from Camp Pendleton.

### **1. Personal Experience Level/Technology**

The experience of the supply officers and chiefs centered on the supply organic accounts (purpose code C). Transferring to the MEU forced the Marines to learn intermediate supply (A stock account) procedures. This learning was accomplished by on-the-job training, limited turnover or by making mistakes and correcting them, which resulted in valuable time wasted. Except for a few Marines, there was no previous billet held that could have prepared anyone for a deployed supply support billet. The respondents indicated that formal supply school training focused on the organic accounts and not the deployed

support account that uses both organic and intermediate accounts.

Most of the Marines were not knowledgeable of the capabilities or procedures to use GTN for ITV. ITV training was not given to any of the Marines surveyed nor available in units they served. Learning ITV was a matter of self-study, experience, or one-day spot training from another MEU. For example, the outgoing supply officer gave the new supply officer a one-day class in Singapore. This was an on-the-job class given by the outgoing supply officer based on his experiences. Comments also indicated that GTN would be useful if available on the WWW. One common issue was the expense of the GTN system for on line time; all agreed it was cost prohibitive to use regularly on deployment.

BANYAN/LAN and Satellite Asset Logistics Tracking (SALTS) was the technology package of choice to communicate with DSU and the MEU to receive status of shipments. Status messages to the MEU were provided by DSU two to three times a week. DSU downloaded the information from GTN or made telephone calls to the item manager, POE, or transportation points enroute. However, information

provided was not real time data and averaged two to four days behind. Except on weekend and holidays, DSU support was good for daily status of TCN locations.

Three Marines stated that they had an advantage while deployed because they had worked as the OIC of DSU which gave them experience with the processes required for a deployed unit. Once a Marine attaches to the MEU, there is MEU SOC training to compete with the detachment learning on how to support the deployment. Most Marines were deployed once, then transferred to a follow-on billet that was not related to the MEU support.

## **2. Customer Service Questions**

The survey shows Camp Pendleton had a gradual improvement over the past five years of customer service support as viewed from the supply officer and chiefs of the MEU. During the last two years, most improvements were made in support such as the visibility of parts back-ordered over 30 days. Despite this positive trend, 56 percent of the respondents reported lack of trust in the system.

The three key responses about customer service included: 1) the term ITV was not recognized by many,

indicating a lack of knowledge of the transportation system; 2) communication channels had improved thus enabling better support of the MEU; and 3) no logistics lessons learned were documented.

### **3. Command Support**

Thirteen Marines (25%) marked above level three, which is an average mark, for this four-question section of the survey. This indicates that there is room for improvement. The positive note is that the more recently deployed Marines state that there have been improvements.

The following were general comments provided in the customer survey questions.

- WWW was recommended to improve the speed and timeliness of information.
- LAN between ships is required; however, LAN between CONUS and command ship was excellent.
- Expeditor is the key and the Marine needs to be proactive.

### **4. Support Organizations**

The respondents indicated areas that could improve the current system. Below are the respondents' summarized comments:

### **Deployed Support Unit**

- Provide DSU training for all personnel so they understand the process and procedures of expediting the requisition and can capitalize on the technology available.
- Have DSU open 24 hours, seven days a week during time of actual operations.
- Send TCNs directly from SOS to MEU and inform DSU.
- Staff DSU with Marines that have made a deployment.

### **Expeditor**

- The expeditor is a key to the success in obtaining timely shipments. The expeditor must be pro-active and have the knowledge on how to receive and forward shipments within the AOR.
- The expeditor can also be used in other ports besides Bahrain.
- Provide the expeditor with a pick-up truck for use in delivering shipments to the ships and to provide basic transportation to and from work.
- Provide the expeditor with GTN training and education prior to arrival in Bahrain.
- Use a HOT Mail account for the expeditor.

### **MSSG**

- Move the MSSG supply detachment (-) to the command ship to ensure better communications links with CONUS. This is the current trend at Camp Pendleton.
- Have DSU place the RUC of the ships on the mailing address label as this will make the shipment delivery faster and easier.
- Write a detailed deployed support SOPS.

**PP&P**

- Mark boxes more clearly, with 3-inch standard method of lettering "MEU" or "Marine" to help identify shipments and the RUC/DOC/TCN.
- Use tri-walls instead of wooden containers due to ease of disposal/recycle.
- Do not consolidate 02-12 shipment into a 50-cude box or larger for shipment. Break high propriety shipments down to smallest size to produce faster delivery times.

**TMO**

- Send all shipments via FedEx or premium carrier.
- Assume that all MEU shipments are air to be shipped via air with top priority.
- Use the ship's supply officer to assist in tracking shipments. The Navy has an excellent method to track shipments using GTN, Naval Messages, and expeditors.

The following comments from the survey are indirectly related to this thesis and support related issues that affect the readiness of the MEU while deployed.

- Inform the MEU that CEC 1-4 are limited in the block. The BLT and MSSG need to carry these items to avoid expending effort to obtain them during the deployment.
- Have the MSSG build better relationships with the entire MEU to ensure administrative supply and maintenance support is understood.
- Ensure BLT knows they are responsible for bringing Pre-Expended Bin (PEB) and knows their maintenance and supply function.

- Ensure all elements of the MEU work closely prior to deployment.
- Have the MSSG obtain "A GENPAC that makes sense".
- Roll back the block immediately.

#### D. CHAPTER SUMMARY

The data collected for this study relied on individual responses via telephone conversations, meetings, and written survey. The Marines that responded were at the user level, deployed or supporting a MEU. Although there have been improvements in logistics support in the last two years, continuing efforts are required by the MEU and the support organizations to sustain optimal support for the MEU.

There is increasing trust in the support system by the MEU supply personnel. The use of technology is essential to ITV, and each deployment has used different methods to capture the information. There should be one standard to track shipments among all the MEUs, and GTN can best meet that requirement.

## **V. CONCLUSIONS AND RECOMMENDATIONS**

### **A. SUMMARY AND CONCLUSIONS**

This thesis concludes there are still improvements required in the logistical support of the MEU while deployed. The uses of GTN and personnel rotation to include using an expeditor are methods to achieve better logistical support.

The support of the MEU deployment, in general, has improved since 1992. However, they are missing opportunities to capitalize on each deployment experienced by not capturing data and information. A better job needs to be done in this area.

There is no central data collection in order to learn from previous deployments or studies of the processes being conducted. Improvements can be made quickly by documenting successes or failures of past work.

The entire process of support requires review and that measurements be established. Most of these issues can be addressed and corrected within the MEU, FSSG, and MCB with proper training and education.

Further research should be conducted in order to reduce the OST for the MEU and provide information for future deployment.

This thesis's recommendations to provide better logistics support fit into five categories: technological innovation, funding, teaming, education and training, and cultural change.<sup>62</sup>

#### **B. TECHNOLOGICAL INNOVATION**

- **Direct shipment of repair parts from Source of Supply to the MEU and use the ITV portion of GTN to track the shipment.**

The shipment of parts directly from the source of supply to the MEU will eliminate an estimated four to six days in OST. Providing ITV of the shipment can be accomplished using the GTN system. The Transportation of Things (TOT) costs can be analyzed to determine if there are extra cost savings or a higher level of readiness for the MEU due to the direct shipment process.

- **Complete full implementation of the GTN system by the MEU and support organizations.**

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<sup>62</sup> RADM Eaton (Ret), Naval Postgraduate School, Monterey Ca, January 1998.

The GTN system is ready to be used by MEUs. It can provide complete ITV of shipments from the SOS to end/final user. This ability gives the commander a true picture of his/her readiness capability. Computer hardware and training are required to accomplish this implementation.

Security issues of using GTN on the WWW must still be addressed; however, this should not prevent the MEUs from using this support capability. GTN is too valuable of a logistical support tool not to use.

- **DSU be designated to collect and distribute data and information from MEU deployments.**

The collection of data and lessons learned are essential at the local level to ensure the data is user friendly and current. The data can then be consolidated for input to CMC. Additionally, the information would be an asset to all MEFs and should be shared at yearly conferences, thus enabling improvement of support to the MEUs and deployed units.

- **Measurements must be established in the support of the MEU.**

There are no formal measurements of success for MEU logistics support units while deployed. The data collected can be used in future deployments as it can lead to the

development of performance indicators at the user level.

Measurements for OST and supply block usage are internal indicators of the success of support.

#### C. FUNDING

- **The trade off between premium transportation costs and inventory must be realized. Funding all MEU shipments via premium transportation should be the standard.**

There will be a requirement to monitor the costs and the misuse of the transportation system, but there should not be a limit in transportation funding. The goal is to maintain the highest readiness of the MEU.

- **The Marine Corps should use DLA premium service as a source of supply after a Marine Corps stock check.**

DLA should be considered as a source to stock high dollar parts and should be used as a central point for issuing to the FSSGs or MEUs. There is a charge for maintaining the parts at DLA; however, an analysis is required to determine the cost benefits between holding inventory and transportation costs. This method will reduce overall inventory and provide responsive service anywhere in the world.

#### D. TEAMING/PERSONNEL

- Assign a TMO Marine to the DSU T/O to fill the shore-based expeditor billet in Bahrain.

Assign a TMO Marine to work for DSU in Bahrain on a one-year unaccompanied assignment. The Marine can come from the FAP Marine that FSSG provides to base TMO. Currently, the FSSG Marines work in the household section on base to maintain a portion of their MOS knowledge, but they lack operational experience.

The Marine would provide support to the MEU and other Marine units in the area by tracking the shipments, clearing and expediting bottlenecks, and forwarding shipments to the ships. This Marine could also move to any APOE for the MEU or to a Marine deployed unit requiring expediting assistance.

A Marine Expeditor in Bahrain must have complete working knowledge of GTN to be able to track, have knowledge of transportation assets, and if necessary, to reroute shipments for the MEU. Frequently, the Port of Destination (POD) is not the final destination of goods movement to the MEU. From the POD, the intra-theater transportation system ensures that the repair part is delivered. For Western Pacific deployment, most parts are

sent to Bahrain and then require transportation to the MEUs in the Gulf area. They are flown via Desert Ducks (Navy), Marine Helicopter, or transferred by supply ships.

- **Assign a TMO Marine to the MSSG T/O.**

A TMO Marine (MOS 3112) should fill the expeditor billet for the MSSG and remain on the ship to track requisitions. There is support for this concept by the TMO community.<sup>63</sup> This billet can be filled from the FSSG FAP Marines to TMO on base. Similar to disbursing Marines, this Marine would transfer to the MSSG prior to deployment. The Marine would track shipments from the ship via GTN and other means. To ensure s/he is fully employed, the Marine is capable of arranging the transportation for Marines taking emergency leave or TAD travel for the MEU.

- **Give responsibility for tracking of shipments, using GTN, to DSU.**

Coordination between DSU, TMO, FSSG (G-4), and the MSSG for tracking shipments must be done to reduce the redundancy of efforts and establish tracking responsibility. DSU is the logical organization for this

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<sup>63</sup> Telephone conversation between CWO Duran (1<sup>st</sup> FSSG) and the author September 1998.

GTN linkage. All support organizations should have knowledge of the GTN system to track the shipment; however, DSU must ultimately be responsible for forwarding supplies and information to the MEU.

- **All DSUs in the FSSGs should be linked together**

Being able to use other DSUs as supply points for critical NSNs would enhance the support process. Each DSU should have the capability to access all General Accounts at SASSY Management Unit (SMU) and, if appropriate, through a Memorandum of Agreement (MOA). The DSU with the part on-hand can ship it directly to the deployed MEU. Then, the DSU requesting the part will backfill the issuing DSU. The 3<sup>rd</sup> FSSG, DSU in Okinawa could save the West Coast deployed MEUs days in delivery of parts and transportation costs. 1st FSSG DSU would expedite the backfill in the same manner as originally intended for the deployed MEU.

- **Personnel should be rotated through DSU.**

The rotation of Marines will enhance the support of the MEU by providing deployment knowledge.

#### **E. EDUCATION AND TRAINING**

- **The MEU and support organizations must receive training in deployed operations, with emphasis on the GTN system, and especially its ITV capabilities.**

The training and education of personnel to support a deployed unit is critical to the success of the deployment. It would be beneficial for the MEU to train on and then implement the GTN system. This would allow the commander to have ITV throughout the supply chain process and within the supporting units. The training needs to be accomplished throughout the MEU training cycle.

- **The MEU and support organizations should hold a post and pre deployment brief to document the lessons learned and take actions accordingly.**

There are no documented lessons learned in the Marine Cops Lessons Learned (MCLLS) for logistics issues addressed in this thesis.<sup>64</sup> Overall, MCLLS contains very few lessons learned in the logistics area. The Marine Corps University could only find four papers in the archives focusing on MEU logistics topics, but none had a direct relation to issues in this thesis.<sup>65</sup> At the local level, the MSSG and DSU do not keep lessons learned, so they tend to make similar mistakes each float. During an interview with the Officer in Charge of DSU, he indicated that space could be

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<sup>64</sup> MCLLS of March 1998.

<sup>65</sup> Telephone conversation between Mrs. Donna Skebo and the author September 1998.

allocated for maintaining lessons learned provided by the MSSGs and DSU.<sup>66</sup> This information could be reviewed by new MSSG and DSU supply officers and trends could be analyzed.

The support organizations (DSU, TMO, & PP&P) should discuss the challenges and successes in supporting the MEU after each deployment and submit combined lessons learned to MEF.

#### F. CULTURE

- **Actual MEU SOC logistics wargaming training for deployed logistics be executed.**

There has already been a positive change with the movement of the supply detachment to the command ships taking advantage of communication assets. This needs to continue. Furthermore, training in the MEU SOC program needs to emphasize logistics support training. In addition, logistical personnel on the MEU SOC program need to have their own wargaming allowing them time to solve problems prior to deployment.

A cultural change within the MEU needs to occur. The warfighter needs to utilize the logistics and GTN systems

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<sup>66</sup> Meeting between Capt Gresser (DSU, 1<sup>st</sup> FSSG) and the author August 1998.

in use today. The logistics community needs to build the trust of the MEU commander by performing transportation of repair parts on time and in a traceable method. Lack of trust and education of the system is preventing the GTN system from being fully implemented.

**APPENDIX A. MSSG-11 EXPEDITOR'S DESK TOP PROCEDURES**

# 11TH MEU EXPEDITER

## A. APPOINTMENT LETTERS

1. THE EXPEDITER WILL BECOME A T/O BILLET FOR THE 11TH MEU.  
A. MOS 3043/3051

## B. BILLET DESCRIPTION

1. THE EXPEDITER WILL BE PUT IN PLACE PRIOR TO ARRIVAL IN THE AOR FOR IMMEDIATE SUPPORT.
2. RECEIPT FOR AND ENSURE ALL PARTS ARE FORWARD TO THE SHIPS WITHIN THE ARG.
3. YOU WILL ENSURE THAT ALL PARTS ARE PUSHED FORWARD IN AN EXPEDIENT FASHION IN SUPPORT OF 11TH MEU SOC MISSIONS OR TRAINING EVOLUTION.
4. TRACK ALL INCOMING TCN'S.

## C. CHAIN OF COMMAND

1. 11TH MEU SOC COMMANDING OFFICER
2. SGTMAJ 11TH MEU
3. MSSG 11 COMMANDING OFFICER
4. MSSG-11 SGTMAJ
5. SUPPLY OFFICER/DETACHMENT COMMANDER
6. DETACHMENT CHIEF

## D. CURRENT REFERENCE

N/A

## E. DUTIES

1. IT IS RECOMMEND THAT THE EXPEDITER BE BILLETED AT THE MINAI PLAZA. IF AT ALL POSSIBLE. BILLETING AT THE MINAI IS ONLY \$2 A DAY. IN ORDER FOR THIS TO HAPPEN ADVANCE RESERVATION NEED TO BE MADE. THIS SHOULD BE DONE WHEN THE ADVANCE PARTY GOES INTO COUNTRY. OR VIA EMAIL MSG TO N4M. ([n4m@cusnc.navy.mil](mailto:n4m@cusnc.navy.mil)) THE MINAI PLAZA IS CONVENIENTLY LOCATED TO ASU, APPROX. 10 MIN WALK. MORE THAN LIKELY CIVILIAN CLOTHING WILL BE THE UNIFORM OF THE DAY. THIS IS DUE TO THE BACK AND FORTH TRAVELING ON AND OFF BASE.
2. A CELLULAR PHONE IS HIGHLY RECOMMEND. THIS WILL PROVIDE THE EXPEDITER THE MEANS OF ALWAYS BEING ABLE TO HAVE CONNECTIVITY WITH THE SHIP, PROVIDING THE SUPPLY DET IS ON THE LHA.
3. ESTABLISH A HOT MAIL ACCOUNT. CTF 53 AND THE N4M OFFICES ALL HAVE EMAIL CAPABILITIES AND WILL ALLOW YOU TO USE THEIR COMPUTERS. THIS WILL BE YOUR MAIN LINK OF COMMUNICATION BACK AND FOURTH TO THE SHIPS. ENSURE THAT DSU HAS THIS EMAIL ADDRESS AND THAT THEY CC ALL COPIES OF THE SALTS GRAMS. THE SALTS GRAM WILL INFO YOU WITH ALL

## **11TH MEU EXPEDITER**

TCN'S BEING SHIPPED OUT. DSU WILL ALSO USE THIS EMAIL TO GIVE YOU HEADS UP OF ANY INCOMING FEDEX SHIPMENTS, WITH THE TRACKING NUMBERS.

4. A VEHICLE IS NEEDED FOR TRANSPORTATION TO AND FROM THE AVUNIT. IN MOST CASES THE VEHICLE WILL BE SHARED WITH THE NAVY EXPEDITER.

5. BANZ WAREHOUSE WILL BE WHERE MOST OF THE EXPEDITER WORK IS DONE. THE SENIOR WAREHOUSE MILITARY REPRESENTATIVE WILL BE A CHIEF OR ABOVE. BANZ IS LOCATED ON THE ASU COMPOUND ACROSS FROM THE REAR ENTRY GATE. THE WAREHOUSE IS OPEN FROM 0600 TO 1700 SEVEN DAYS A WEEK. ALL INCOMING/OUTGOING 463L PALLETS ORIGINATE HERE. THE FOLLOWING THINGS WILL BE CONDUCTED WHILE WORKING OUT OF BANZ:

A. **BREAK DOWN ALL AIR FORCE PALLETS.** FLIGHTS ARRIVE FROM NORFOLK DAILY. THE MAJORITY OF OUR WESTCOAST GEAR WILL ARRIVE ON FLIGHTS COMING FROM NORFOLK.

B. **RECEIVING FEDEX OR DHL PACKAGES.** ALL FEDEX/DHL HAVE TO BE CLEARED THROUGH CUSTOMS BEFORE COMING TO BANZ WAREHOUSE. ROBERT RAZZA (SUPERVISORY DISTRIBUTION SPECIALIST) WILL ASSIST IN THIS MATTER. MAKE SURE ALL GEAR IS ADDRESSED TO "CTF 53, BANZ WAREHOUSE, P.O. BOX 116, BAHRAIN , FPO AE 09834-2800". ALSO ENSURE THAT THE 973-724-479 PHONE NUMBER IS ASSOCIATED WITH THE ADDRESS. IT IS VERY IMPORTANT THAT YOU GET THE TRACKING NUMBER OF THE TCN FROM DSU ONCE THE GEAR LEAVES CALIFORNIA. THIS WILL ASSIST YOU AND ROBERT IN EFFECTIVELY TRACKING THE GEAR. THE AVERAGE TIME FOR A TCN TO ARRIVE VIA FEDEX/DHL IS ABOUT 3 TO 5 DAYS.

C. **BUILDING 463L PALLETS FOR FURTHER TRANSFER.** HERE YOU WILL LEARN TO BUILD DIFFERENT TYPES OF 463L PALLETS. EACH PLAN REQUIRES A DIFFERENT CONFIGURATION. THE FIRST WEEK YOU NEED TO SPEND TIME WITH THE CIVILIANS LEARNING HOW TO PROPERLY BUILD THESE PALLETS. REMEMBER YOU WILL BE WORKING HAND IN HAND WITH THE NAVY.... THE PALLETS WILL BE BUILT WITH BOTH GREEN AND BLUE GEAR ON IT. THIS IS THE REASON WE NEED TO MAKE SURE ALL GREEN GEAR IS PROPERLY AND CLEARLY MARKED FOR MSSG 11 SUPPLY.

D. **ALL HAZMAT GEAR NEEDS TO BE CERTIFIED FOR SHIPPING OF DANGEROUS GOODS, BY A HAZMAT REPRESENTATIVE FROM BANZ WAREHOUSE.** HAZMAT SEEMED TO BE THE BIGGEST PROBLEM WHILE IN BAHRAIN. ATOC WILL NOT LOAD ANY GEAR ABOARD ANY AIRCRAFT IF IT HAS NOT BEEN CERTIFIED AND HAS A SHIPPER DECLARATION ALONG WITH THE MANIFEST.

## **11TH MEU EXPEDITER**

E. THE RCAPS SECTION OF BANZ CAN PROVIDE YOU WITH THE LOCATION OF ALL TCNS, I.E. MISSION #, PALLET ID, DATE REC'V, DATE DEPARTED, ETC. MR. STANLEY IS THE CIVILIAN IN CHARGE OF THIS SECTION.

F. RETROGRADE! SENDING GEAR BACK TO CONUS CAN BECOME A MAJOR PROBLEM! IF THERE ARE ANY ENGINES OR PARTS THAT HAVE TO GO BACK TO, CONUS THE PROCEDURES LISTED BELOW MUST BE COMPLETED BEFORE ARRIVING AT BANZ WAREHOUSE. IT IS VERY IMPORTANT THAT THESE THINGS HAPPEN FOR THE SIMPLE FACT THAT ASU DOES NOT HAVE A PPP OR DRAINING FACILITIES. THERE ARE A COUPLE OF RESOURCE THAT ARE AVAILABLE TO YOU IF NEEDED, BUT KEEP IN MIND MONEY BECOMES AN ISSUE. PWC HAS A SMALL MOTOR POOL THAT CAN BE USED TO DRAIN SMALL ITEMS. THE SEA BEES HAVE A SMALL WOOD SHOP, THEY WERE VERY HELPFUL DURING MY STAY THERE. THESE ARE JUST SMALL COMMODITIES SO DON'T EXPECT ANY MAJOR PROJECTS FROM THESE GUYS.

1. COMPLETELY DRAINED AND PURGED IF NECESSARY..
2. PROPERLY PACKED AND SECURED FOR AIR TRANSPORT.
3. CERTIFIED! (SHIPPING OF DANGEROUS GOODS FORM) BY HAZ MAT CERTIFIED PERSONNEL.
4. SHIPPING LABEL ATTACHED, I.E. 1149 FORM, SHIPPING MAT WITH ASSIGNED TCN.

6. AVIATION UNIT (AVUNIT). IS LOCATED ON THE MILITARY SIDE OF THE AIRPORT, ABOUT A 15 MINUTE DRIVE FROM THE ASU. BANZ WAREHOUSE HAS TWO FLAT BED TRUCKS DEDICATED FOR TRANSPORTING GEAR FROM THE AVUNIT TO BANZ AND VICE VERSA. NO PALLETS WILL BE BROKEN DOWN AT THE AVUNIT. I RECOMMEND YOU SEND A SITREP ONCE THE BIRD LEAVES THE DECK. SOMETIMES GEAR GETS DROPPED OFF ON THE DECK AND CAN TAKE DAYS TO FIND, THIS CAN BE DONE VIA EMAIL OR DSN.

A. HC-4 DET IS ALSO LOCATED AT THE AVUNIT. THEY WILL DO MOST OF THE "DESERT DUCK" HITS WHILE IN THE AOR. GET TO KNOW THE LOAD MASTER HE HAS THE FINAL SAY OF WHAT IS LOADED ON THE HELO. HC-4 DET ROTATES EVERY 6 WEEKS.

B. MAIL- THE FLEET POSTAL CENTER IS ALSO LOCATED AT THE AVUNIT. THE MAIL WILL SOMETIMES BUMP YOUR CARGO SPACE. ALWAYS CHECK TO SEE HOW MUCH MAIL NEEDS TO BE DELIVERED TO THE ARG.

C. ATOC IS LOCATED ON THE SECOND DECK DIRECTLY ACROSS FROM PAX SERVICES AT THE AVUNIT. ATOC CAN PROVIDE YOU WITH THE ARRIVAL AND DEPARTURE TIMES OF ALL FLIGHTS. THEY ALSO PROVIDE THE LOAD PLAN TO THE FLIGHT CREW. ATOC WILL NOT LOAD ANY PALLETS WITHOUT A MANIFEST. IT IS SUGGESTED THAT YOU DOUBLE CHECK WITH THE RCAPS

# **11TH MEU EXPEDITER**

SECTION AT BANZ TO SEE IF THEY PROVIDED ATOC WITH A COPY OF THE MANIFEST BEFORE GOING TO THE AIRPORT. IT IS IMPORTANT THAT YOU ARE AT THE AVUNIT WHEN THE BIRD IS BEING LOADED TO ENSURE THAT THE PROPER PALLETS ARE LOADED.

7. COMLOGFORNAVCENT (CTF-53). THEY ARE RESPONSIBLE FOR OVERALL LOGISTIC SUPPORT TO AND FROM THE ARG. BOTH EXPEDITERS (MARINE AND NAVY) WILL BE DEALING WITH LCDR COULOMB AND SENIOR CHIEF RILLERA. THEY ARE THE MAIN HANDLERS OF ALL FLIGHTS SUPPORTING THE ARG. CTF-53 WILL HAVE ALL THE FLIGHT INFO FOR ANY BIRDS SUPPORTING THE ARG. CTF-53 CAN ALSO PROVIDE YOU WITH ANY INFO ON A SUPPLY SHIP THAT WILL BE DOING A UNDERWAY REPLENISHMENT WITH THE SHIPS WHILE IN THE AOR.

## **F. REPORTS REQUIRED**

N/A

## **G. POINTS OF CONTACT**

PHONE NUMBERS OUT IN TOWN (USE 72-)/AUTOVON (318-439-LAST 4)

BANZ WAREHOUSE	72-4479/4125	SKC EVAN
FLEET MAIL CENTER	743-234	
ATO	331-868	AK1 COUSINS
AVUNIT (PAX SERVICE)	335-250	MASTER CHIEF HOUSTON
FUJARA	9909719225185	
JEBEL ALI	9909714815658	SK1 GARCIA
FMO	72-4811	SGT RAY
MARCENT	72-3041	SSGT CAUDRON
CTF-53	72-4489	SCHIEF RILEA
HC-4 DET	72-4367	



## **APPENDIX B. SOURCES OF GTN AND POINT OF CONTACT**

GTN gets it's Intransit visibility information from a variety of sources. We take the best and most current information from each system and create a single source location for customers to obtain the best ITV information available.

Systems providing intransit visibility information today and Future Sources of Interfaces">future information sources are listed below.

### **Current Sources of Information**

#### **AMC Deployment Analysis System (ADANS).**

ADANS is the current system supporting AMC airlift and air mobility planning and scheduling. It provides the planners and schedulers the automated tools necessary to plan for and schedule the extensive number of air mobility missions flown by AMC during peacetime and contingency operations. ADANS schedules airlift and air refueling missions under all scenarios.

#### **Asset Management System (AMS).**

AMS is a transportation management system that automates the management of the DoD Interchange Freight Car Fleet and the Common User Container Fleet. It will provide greater asset visibility; enhance utilization, and improve maintenance, tracking and rail revenue auditing.

#### **Cargo Movement Operations System (CMOS).**

CMOS is the Air Force's unclassified system for transportation units that provides the capability to effectively plan, document and manage outbound and inbound cargo, airlift manifests, truck manifests, pallets, shipment units loaded into all consolidation containers TCMD, single shipment units TCMD, outsized dimensions, ammunition round count, hazardous material, stock number and IMCO classification, net explosive weight and lot number(s), general miscellaneous information, additional required hazardous material information, end manifests, passenger manifest records, passenger header records, passenger data records. CMOS enables users to plan, schedule, and monitor the execution of transportation activities in support of deployment and reception of forces. The CMOS traffic management module is to migrate to TCAIMS II.

#### **Consolidated Aerial Port System II (CAPS II).**

CAPS II is an AMC unclassified automated system which provides cargo and passenger movement data to HOST and PRAMS. CAPS II has three application modules which encompass aerial port command and control operations, passenger processing and manifesting, and cargo movement processes. The Global Air Transportation Execution System (GATES) is being developed to replace CAPS II.

**CONUS Freight Management (CFM) .**

CFM is MTMC's unclassified system providing automated support to TOs and MOs for transportation processing and planning. CFM receives EDI transactions from transportation systems. CFM will provide movement status (Implementation Convention 858) on cargo moved within CONUS.

**Defense Automated Addressing System (DAAS) .**

DAAS is the Defense Logistics Agency's (DLA's) unclassified system for automatically routing Military Standard Requisition and Issue Procedures (MILSTRIP) transactions among customers, suppliers, depots, and shipping activities. DAAS will supply GTN information on the status of requisitions ordered via MILSTRIP. Currently, not all requisitions are routed through DAAS.

**Defense Transportation Tracking System (DTTS) .**

DTTS is operated by the Naval Supply Systems Command/Navy Material Transportation Office for DoD. DTTS is the DoD unclassified system for near real-time tracking of Class I-IV explosives shipments moving via truck or train within CONUS. DTTS receives location reports every two hours from trucks and trains using commercial satellite-based tracking systems. An interface to GTN provides movement and shipment data.

**Global Air Transportation Execution System (GATES) .**

GATES automates support for receipt, movement and billing of cargo and passengers. GATES replaces AMC's command and control transportation applications currently residing on a mainframe, which include the Headquarters On-line System for Transportation (HOST), the Passenger Reservation and Manifest System (PRAMS) and the Consolidated Aerial Port System, Second Generation (CAPS II). GATES will provide enhanced capability through a graphical user interface and increased architecture, which will improve communications from the aerial ports.

**GO81/Broker Aircraft Maintenance System**

GO81, an AMC maintenance system for C-5, C-9, C141, KC-135, and C-17 aircraft, has provisions to accommodate other transient aircraft. GO81 provides automated support for maintenance activities at fixed and key enroute strategic airlift locations. GTN will use GO81 to report aircraft availability based on maintenance priorities. The GO81 should include four USMTF messages.

**Global Command and Control System (GCCS) .**

GCCS is the primary joint system designed to fulfill the requirement for a capability to move a US fighting force on the globe at any time providing the services, unified commander and components with the information and direction necessary to complete their mission. GCCS objective is to provide the war fighter with a common, real-time picture of the battle space and the ability to order, respond, and coordinate horizontally and vertically to accomplish the mission. GTN serves as the transportation module for GCCS, providing planning, command and control, and Intransit visibility of aircraft/departure, aircraft scheduling and status information. GTN provides GCCS scheduling and movement information.

**Global Decision Support System (GDSS).**

GDSS, AMC's primary C2 system, is the source of planned and actual itineraries, and scheduled ULN allocations for all AMC carriers and tankers. GDSS provides GTN with real time updates as information changes. GDSS provides data concerning airlift mission schedules, actual departures and arrivals of aircraft, and summary information on what the aircraft (AMC organic or commercial) is carrying, to include OPLAN ULNs, short tons of cargo, and number of passengers being transported. Consolidated Air Mobility Planning System (CAMPSS), the AMC system used to schedule airlift missions, including the planned cargo allocation, provides schedule/allocation data via GDSS. GDSS sends USMTF formatted messages to GTN.

**Groups Operational Passenger (GOPAX) System.**

The GOPAX system is MTMC's automated support for movement of DoD groups of 21 or more passengers on air, bus, or rail carriers within CONUS. The GOPAX system receives requests for service from installations via Transportation Coordinator's Automated Information for Movements Systems (TCAIMS), telephone, mail, and direct access to GOPAX. Routing instructions are sent to the carrier and to the ITO/customer. GOPAX provides GTN with group movement data. GOPAX provides GTN bus carrier information pertaining to offer confirmation, requests, and passenger names.

**Integrated Booking System (IBS).**

IBS is the first automated system to standardize cargo booking procedures for unit and non-unit CONUS to OCONUS ocean-eligible cargo. IBS will receive cargo offerings from the shipper, recommend the cost favorable carrier and appropriate Sealift Port of Embarkation(SPOE) and pass the offering to the selected carrier. IBS then passes booking strategy, based on MSC contracts/agreements, to the port for booking. Additionally, it schedules unit arrivals at ports and issues port calls to units.

**Joint Air Logistics Information System (JALIS).**

JALIS assists USTRANSCOM with schedule coordination for operational support aircraft from all Services. It provides schedules, itineraries, and information for OSA aircraft to GTN.

**Transportation Coordinator's-Automated Information for Movements System II (TC-AIMS II).**

TC-AIMS II consolidates the management of the installation-level transportation functions of unit movement, load planning, and ITO/TMO operations. TC-AIMS II becomes the standard installation-level unit deployment and sustainment system for all Services. The functionality contained in the cargo and passenger movement portions of the ITO/TMO segment of TC-AIMS II are the core of the application. While the planning of unit movements has several unique aspects, the execution of unit movement operations are largely a specialized case of personnel and cargo movement. TC-AIMS II must have the capability to create container-content relationship records for Exercise cargo before interface with WPS and IBS. TC-AIMS II will use

the same core of functionality to support routine ITO/TMO operations and unit movement execution.

**Transportation Coordinator's-Automated Information for Movements System (Marine Corps) (TC-AIMS (MC)).**

Marine Air-Ground Task Force/Logistics Automated Information System (MAGTF/LOG AIS) is a family of systems designed to plan, manage, and execute U.S. Marine Corps unit deployments and redeployments. It provides USMC operating forces (active and reserve), base, station, commanders with automated tools for command and control (C2) of force deployment planning and execution and assistance with day-to-day management of transportation activities. Within TCAIMS(MC)/MAGTF Deployment Support System II (MDSS II), capabilities exist to create and maintain an inventory of transportation support assets; and to create, send, receive and execute transportation and support requirements. Additionally, it provides an interface with JOPES. This interface will be phased-out as TC-AIMS II becomes operational.

**Transportation Coordinator Automated Command and Control Information System (TCACCIS).**

TCACCIS is a unit movement and ITO support system which supports U.S. Army deployments during both day-to-day operations and crisis situations. It focuses on providing automated support to the planning and execution functions of transporting unit equipment, personnel, and cargo under full mobilization and deployment conditions at all organizational levels.

It standardizes operations in the areas of data collection, shipment accountability, shipment processing, documentation, and reporting. This interface will be phased-out when TC-AIMS II becomes operational.

**Worldwide Port System (WPS).**

WPS is the MTMC worldwide unclassified system for managing export and import of DOD cargo at water ports. It provides detailed data concerning items of cargo arriving, departing, and on-hand at water ports. WPS records cargo data for surface movements at MTMC area commands; receipt, staging, and loading cargo at ports; and generates the ship manifest/booking upon completion of vessel loading.

**Future Sources of Interfaces**

**Consolidated Air Mobility Planning System (CAMPS).** CAMPS is a migration system for ADANS and currently under development. It will supports peacetime, crisis/ contingency, and wartime mobility planning, scheduling, and analysis for air transportation assets. CAMPS primarily supports AMC military airlift, aerial refueling, and commercial aircraft missions. CAMPS and the Global Decision Support System(GDSS) do planning and scheduling for transportation airlift missions, thus providing planning visibility from origination of the mission requirement to the actual scheduling. CAMPS will provide GTN with channel requirements data, DD Form 1249 SAAM Airlift Requests, and air refueling quarterly planning schedules.

**Financial Air Clearance Transportation System (FACTS).**

FACTS consolidates all Service/Agency Air Clearance Authority and transportation financial management systems' functionality into a single, automated DOD air clearance authority and financial management system.

**Integrated Command, Control, and Communication (IC3) System.**

IC3 is MSC's system for planning, monitoring, and controlling the movement of ships owned and chartered by MSC. IC3 will integrate Headquarters Locator Module (HELM), MSC Ship Register (P504), Sealift Strategic Analysis System (SEASTRAT), Operations Support System (OSS), and Bulk Petroleum, Oil and Lubricants (POL), all of which are existing C2, transportation, and planning systems. IC3 interface will provide GTN with ship schedules, ship position data, and ship port information.

**Intelligence Data Handling System (IDHS).**

Joint Intelligence Center-Transportation (JICTRANS) Secret Modernized Integrated Data Base (MIDB) and Secret Imagery Product Archive (IPA). The Secret MIDB contains the transportation infrastructure database which is available to queries from GTN. The IPA is populated with transportation specific Secret level image products which may also be pulled from the IPA. MIDB and IPA will be accessible through GCCS with the implementation of MIG (MIDB, IPA, and GCCS) software designed to provide seamless access to these data bases from GCCS. In the future, intelligence data will be provided by the General Intelligence Support Services (GISS) program.

**Joint Simulation System (JSIMS).**

JSIMS will produce products that create and sustain a simulation environment capable of meeting a broad set of requirements for training and mission rehearsal (exercise). Interface with GTN is a key performance parameter for the JSIMS program. This interface will allow a GTN user to train or exercise using GTN with information provided from the JSIMS environment. There should be no difference between using real world data or JSIMS provided data. GTN will interface with JSIMS to provide the transportation, deployment and redeployment modeling and simulation requirements.

**Joint Warfighting System (JWARS).**

JWARS is a closed-form, constructive simulation of multi-sided joint warfare for analysis. Users of JWARS include combatant commanders, Joint Staff, Services OSD and other DoD organizations. Applications include evaluation of courses of action; analysis of force sufficiency, assessment of force structure alternatives; Joint Warfare Capability Assessment (development of joint capability issues and assessment of trade-offs); determination of requirements for new warfighting capabilities; analysis of weapon system alternatives, in particular, cost and operational effectiveness analysis; and analysis of alternatives for program and budget reviews.

**Load Planning Systems.**

GTN will have the capability to accept load plans and stow plans developed by applications such as Automated Air Load Planning System

(AALPS) and Integrated Computerized Deployment System (ICODES). Information developed in these applications will be passed to GTN through established interfaces such as GDSS, TC AIMS II, and WPS. AALPS assists users in loading Air Force and commercial transport aircraft. It takes data input of personnel to establish gross load planning information, and it produces fully certified load plans for single mission, brigade sized or multiple division sized airlift deployment requirements. ICODES supports vessel loading requirements for all Services and provides the opportunity to develop and evaluate alternative solutions by predicting problems and preventing their occurrence.

**Munitions Transportation Management System (MTMS).**

MTMS is an Army Material Command (AMC) system used by the Joint Munitions Transportation Coordinating Activity (JMTCA) for ship planning unique to munitions movements. MTMS receives Service export munitions movement requirements and consolidates them into shipload packages that are offered for lift to the respective MTMC area commands. MTMS provides MTMC with key shipment information and Service, CINC, and receiving facility representatives with advanced ship planning information. MTMS is used to identify commercial asset requirements (rail/truck) to support each ship plan. Manifests from departing vessels is reconciled with ship plans.

**Other Logistics Systems.**

Currently, requisitions for Petroleum, Oil and Lubricants (POL), ammunition, rations, medical supplies, and Army and Air Force Exchange System (AAFES)/Navy Exchange (NEX)System personal convenience items do not go through the Defense Automatic Addressing System (DAAS). Also, third party logistics systems are not necessarily captured in DoD supply/transportation systems. Procedural and technical changes will be necessary to change the current routing of data for these items. If it is not possible to route all requests for supplies through DAAS, individual GTN interfaces with each of the systems used to process these types of commodities will be necessary.

**TRANSCOM Regulating and Command and Control Evacuation System (TRAC2ES).**

TRAC2ES is the DoD medical regulating and aeromedical evacuation patient movement system. TRAC2ES merges medical regulating and aeromedical evacuation flight planning into a single comprehensive system to support the cost effective transportation of DoD patients in peace and war. AC2ES will provide GTN ITV of patients, patient attendants, and aeromedical evacuation crews and equipment, via planned and actual information for medical evacuation missions manifested in TRAC2ES. GTN will provide TRAC2ES with visibility of inter- and intra-theater lift assets and movements of lift capable of being used for medical evacuation.

Source: Download from GTN Information Feed page @  
<http://wwwgtn.safb.af.mil/gtn1.htm> updated 28 July 1998

## POINT OF CONTRACTS

### GTN INTERFACE SYSTEMS

6/198

	AMC Deployment Analysis System		Operational		System POC		Donnelly,LtCol Kathy donnellk@hqamc.sabf.af.mil	
ADANS	HQ AMC	Security	U	Airlift planning and scheduling for all scenarios including air refueling missions	DSN Coml	576-4035 (618) 256-4035	Ex	
	HQ AM/C/SCPC 203 W LOSEY RM 3180 SCOTT AFB IL 62225-5223	Capt Wilson 6-4035 DOUO, 6-4432 Maj Eirod, DOUO, 6-4910	Ursula Seastrand,		FaxDSN FaxComl Comm SMTP	576-1821 (618) 256-1821		
					Update Freq	event/chked 5 min		
AMS	Asset Management System	Security	U	Tracking data on the status of both govt owned and commercial leased containers; status of the DoD Interchange Freight Car Fleet	DSN Coml	761-6400 (703) 681-6400	Ex	
	HQ MTMC-EA/MTTEOP-M BLDG 82-135 MOTBY BAYONNE NJ 07002-5302	Bill Schwickeret Mike Sturm, DSN 247-6230 George Gounley (functional)			FaxDSN FaxComl Comm FTP	daily (at 0400)		
					Update Freq			
Broker	Broker - Automated supt for maintenance activities	Security	U	Maintenance status information on AMC and other aircraft	DSN Coml	576-4203 (618) 256-4203	Ex	
	HQ AM/C/SCMN 203 W LOSEY ST ROOM 3180	Other numbers 6-4190, 6-6663 Capt Williams David Kenyon, LGXI, 6-2633 kenyondsf@hqamc.sabf.af.mil MSGT Robert Greynolds, LGXI greynol@hqamc.sabf.af.mil 24 hrs help, (800) 490-1643, (405) 739-5600	Functionals ..		FaxDSN FaxComl Comm SMTP			
					Update Freq	near real time		
					PMO-X Strong	PMO-E Riley	LM Chambers	

<b>CAPS II</b>	<b>Consolidated Aerial Port System II</b>	<b>Operational</b>	System POC anderstr@hqamc.safb.af.mil	Anderson, Tonya Capt
HQ AMC	Security	U		
Cargo at aerial ports awaiting air shipment, cargo manifested for air shipment, and cargo which departed from aerial ports by air or ground transportation			DSN 576-1966 Coml (618) 256-1966	Ex
CPSS/SMSMT	Pax is from SPRACS			
861 SOUTH DRIVE ROOM 251	Capt. Richard Baker, bakerrw 6-4335 or 6-3288		FaxDSN	
Capt Yates 6-3533	Capt Yates 6-3533		FaxComl	
SCOTT AFB IL 62225-5101	AMC Gateway - Bernie Zinder 6-5627		Comm C-Prt5100(GW),P-SMTP	
		Update Freq	near real time	
		PMO-X Strong	PMO-E Riley	LM
<b>CFM</b>	<b>CONUS Freight Mgt.</b>	<b>Operational</b>	System POC moneypenk@baileys-emh5.army.mil	Moneypenny, Kazan
HQ MTMC	Security	U		
Procurement of domestic commercial freight transportation services			DSN 426-8767 Coml (703) 696-8767	Ex 2097
GTN sends 997 trax to CFM				or 8762
HQ MTMC/MTIM-CFM			FaxDSN 426-8772	
4040 N FAIRFAX DR			FaxComl (703) 696-8772	
ARLINGTON VA 22203			Comm FTP	
Jim Politi 426-8764 x 2091				
Jim O'Keefe 426-8764 x 2101				
Paul Gardiner, all MTMC interfaces, DSN 761-5702/7793				
gardinep@baileys-emh5.army.mil				
Susan McClelland DSN 426-8770, 8768,				
8769 X2047				
		Update Freq	hourly	
		PMO-X Strong	PMO-E Riley	LM
				Peach

<b>CMOS</b>	<b>Cargo Movement Operations System</b> HQ AMC Security U	<b>Upgrade</b>	<b>System POC</b> Woodruff, Stanley <a href="mailto:woodruffs@ssg.gunter.af.mil">woodruffs@ssg.gunter.af.mil</a>
	Traffic management services to the Air Force for freight movement and unit deployments: supplies actual air cargo and passenger information for planning, command and control, and intratrain visibility		DSN 596-2065 Coml (334) 416-2065 Ex
	Maj McGuire Vernachele Walton 596-2532 or 2167 waltony@ssg.gunter.af.mil	FaxDSN 596-5345 FaxComl (334) 416-5345 Comm SMTP	
	Walt Dzialeo, -2069 dzialow@ssg.gunter.af.mil		
	Jimmy Daley, -2160 daleyj@ssg.gunter.af.mil	Update Freq occasional	
	Scott Babino CNTR is Ron Lacour (334) 277-2005 or Gary Rhodes, ext 3355 grhodes@cmos.ssg.gunter.af.mil	PMO-X Georgi PMO-E Riley	LM Cain

<b>DAAS</b>	<b>Defense Automatic Addressing System</b> DLA Security U	<b>Upgrade</b>	<b>System POC</b> Bailey, Kurt <a href="mailto:kbailey@daas.dla.mil">kbailey@daas.dla.mil</a>
	Status and tracking of all DoD supply distributions from requisition to delivery at destination		DSN 986-6341 Coml (937) 656-6341 Ex
	Gregg Mohney DSN 986-3713 gmohney@daas.dla.mil	FaxDSN 986-3900 FaxComl (937) 656-3900 Comm FTP (daase,daasw)	
	Dani Durham, 6-3819 - sys support ddurham@		
	Allan Jones Marsha Robinson, 6-3818 - sys support Ed Kolaczkowski ekolaczkowski@daas.dla.mil	Update Freq 1 hr or 0.5 meg	
	Bill Jordan (Deputy), 6-3701 Bill Strickler, 6-3745, wstrickler@ Mike Humenansky, DSN 986-3712 Mary Maurer, DSN 986-3750 DAAS info ctr DSN 986-5914	PMO-X Georgi PMO-E Riley	LM Peach

<b>DTTS</b>	<b>Defensive Transportation Tracking System</b>	<b>Operational</b>	<b>System POC</b> <i>Lambert, John LAMBERT JOHN_L@hq.navsea.navy.</i>
USN Security	U		
Improved safety, security, and intransit visibility of sensitive CONUS shipments during movement from origin to destination on contracted commercial motor vehicles using two-way satellite communications			
NAVAL ORDNANCE CENTER	Willis Gregory DSN 565-2493, (757) 445-2493 zgedtts@orfc.nectansianl.navy.mil Other phone (800) 826-0794 (24 Hrs)		
ATTN N4D JOHN LAMBERT			
FARRAGUT HALL			
23 STRAUSS AVE ROOM 228			
<b>GATES</b>	<b>Global Air Transportation Execution System</b>	<b>New</b>	<b>System POC</b> <i>Williams, Maj James williamjd@hqamc.saib.af.mil</i>
HQ AMC Security	U		
Manifested and airlifted cargo and passengers intransit and on-hand at AMC airports (Migration system for CAPS II, PRAMS, and HOST)			
HO AMC/DONT	Capt. Charles Young , 6-1813		
402 SCOTT DR	SSgt Payne, DONT		
SCOTT AFB IL	62225-5302 Msgt Bonnell, Testing		
	Mike Mosinski, 6-1816		
	Roy Rogge, CSC, 624-7222		
	Sudhi Kumar, Tricor, 632-9252		
	Build I Maintenance Lt Parazo 6-4252		
<b>GCCS</b>	<b>Global Command and Control System</b>	<b>New</b>	<b>System POC</b> <i>Stellar, LtCol Frank stellarf@mcr.disa.mil</i>
DISA Security	S		
JOPES TPFDD for movement requirements and GSORTS for unit status and location info			
DISA/DD23	TPFDD and GSORTS data from GCCS		
45335 VINTAGE PARK PLAZA	Bob Marion, DSN 653-8578 marionr@mcr.disa.mil		

**GCCS**

<b>DISA</b>	<b>Security</b>	<b>S</b>	GTN provides S&M with aircraft arrival, departure and status information, and actual air movement information. S&M is focal point for management of deployment planning, activity, and status	<b>DSN</b> Coml <b>653-8577</b> (703) 735-8577	<b>Ex</b>
DISA/D23			GTN pushes S&M data to GCCS	FaxDSN FaxComl <b>653-8504</b> (703) 735-8504	
45335 VINTAGE PARK PLAZA			Bob Marion, DSN 653-8578 marion@ncr.disa.mil	Comm FTP Update Freq <b>30 min</b>	

PMO-X  
Georgi  
LM  
Wilson

**GDSS**

<b>HQ AMC</b>	<b>Security</b>	<b>S,U</b>	Upgrad	<b>System POC</b> webbj@hqamc.sabf.af.mil	<b>Webb, Maj Janet</b>
Scheduled and actual arrival and departure information, planned and actual itineraries, and summary allocations and manifests for all AMC carriers, tankers, and aeromedical evacuation flights				<b>DSN</b> Coml <b>576-8707</b> (618) 256-8707	<b>Ex</b>
HO AMC/SCPC			Currently, GDSS(S) stands up only for CPXs & then directly feeds GTN(S); Developing GDSS(S) that will stay up (and directly feed GTN(S) during CPXs)	FaxDSN FaxComl Comm	FaxDSN U - SMTP, S - SMTP
203 W LOSEY ROOM 3180			Airfield DB updates twice/day via SQL-pull (Want comm to be X.400)	Update Freq	near real time
SCOTT AFB IL 62225-5223					

Capt Laurie Liseec, 6-8707/8764  
lisecl@hqamc1g.sabf.af.mil  
Travis Johnson  
Maj Randy Gibson, DOUO, 6-3920  
gibsonrl@hqamc.sabf.af.mil  
Frank Schmitt 6-8707/8764  
schmittf@hqamc.sabf.af.mil  
Kris Anderson (314) 916-0908  
kris@federated.com

GOPAX		Group Operational Passenger SystemOperational			
HQ MTMC	Security	U		Cox, Beverly	
Individual and group movement requirements				coxb@baileys-emh5.army.mil	
HQ MTMC-MTOPO-M 5611 COLUMBIA PIKE ROOM 625 FALLS CHURCH VA 22041-5050	Bus Carrier Ref is daily Dennis Norkus, Tech POC, DSN 761-6084 Larry Briggs, DSN 761-6084	DSN Coml	761-9444 (703) 681-9444	Ex	
		FaxDSN FaxComl Comm	761-3265 (703) 681-3265 FTP		
		Update Freq	near real time		
		PMO-X Strong	PMO-E Riley	LM	
IBS		New			
HQ MTMC	Security	U		Henderson, Jacqueline	
METS, ASPUR)	Automated booking information for both unit and non-unit cargo (migration system for			hendersj@baileys-emh5.army.mil	
HQ MTMC/MTIM-IB 5611 COLUMBIA PIKE RM 424 FALLS CHURCH VA	or DSN 761-6485 PM is Michel Desbois porter@baileys-emh5.army.mil John Wunderly DSN 761-6455 Rose McLeod, DSN 761-6455 (techie)	DSN Coml	761-6455 (703) 681-6455	Ex	
		FaxDSN FaxComl Comm	761-8723 (703) 681-8723 FTP		
		Update Freq	near real time		
		PMO-X Georgi	PMO-E Riley	LM	
IC3		Det 2			
HQ MSC	Security	S		Johnson, Laura	
	Voyage and location of ships controlled by MSC, locations of chartered and space-chartered ships operating in the DTS			laura.johnson@snmpgw.msc.navy.mil	
HQ MSC/N6 901 M STREET SE WASH NAVY YARD BLDG 210 WASHINGTON DC	Laura Schwartz, DSN 325-5369	DSN Coml	325-5355 (202) 685-5355	Ex	
		FaxDSN FaxComl Comm		Replication	
		Update Freq	near real time		
		PMO-X Georgi	PMO-E Riley	LM	

<b>JALIS</b>	<b>Joint Air Logistics Information System</b>	<b>Upgrade</b>	<b>System POC</b> baham@nl.nalo.nola.navy.mil	<b>Baham, Edura</b>
USN	Security	U		
Operational Support Airlift (OSA) movement requirements and approved flight schedules for all of the services				
NALO	LCDR Susan Mitchell, DSN 678-1215 mitchels@CNRF.NOLA.NAVY.MIL	DSN 678-5516 Coml (504) 678-5516 Ex		
ATTN JALIS	Debbie Maier, DSN 678-5521 djmainer@us.oracle.com	FaxDSN 678-5811 FaxComl (504) 678-5811 Comm FTP		
BLDG 601 ROOM 307	Maj Steve Hirschkowitz, TCJ3-OJ			
4400 DAUPINE ST				
NEW ORLEANS LA				
70146-7500				
<b>JTAV</b>	<b>Joint Total Asset Visibility</b>	<b>Operational</b>	<b>System POC</b> bozdeckpn@acq.osd.mil	<b>CMDR Bozdeck Veater</b>
OSD	Security	U		
JTAV OFFICE	Also DSN 328-1084 Dave Galliauresi dgalliaurus@csc.com	DSN 328-1081 Coml (703) 428-1081 Ex 320		
6301 LITTLE RIVER	Fred Allen (703) 824-6331 fla@arsnet.com or fallen@arslimited.com	FaxDSN FaxComl Comm		
TURNPIKE STE 210				
ALEXANDRIA VA 22312				
<b>METS</b>	<b>Military Export Traffic System</b>	<b>Operational</b>	<b>System POC</b> gardinep@baileys-emh5.army.mil	<b>Gardiner, Paul</b>
HQ MTMC	Security	U		
Operational Until 3/30/98	Booking of export ocean cargo on MSC or commercial ships; schedules for units arrival at ports, issues port calls to units, and provides information concerning bookings of containerized and breakbulk cargo (legacy system migrating to IBS)	DSN 761-5702 Coml (703) 681-5702 Ex		
5611 COLUMBIA PIKE RM S27	Dee Seymour, MTMC MTEOP-M, DSN 247-5441 John Barry			
FALLS CHURCH VA	East-Ronnie Guagenti, DSN 247-5815, Coml (201) 823-5815 guagentv@bayonne-emh3.army.mil West-Margaret Stitts, DSN 859-2982, Coml (510) 466-2982	FaxDSN 761-3555 FaxComl (703) 681-3555 Comm FTP		
	West-Barbara Gregory, DSN 859-3654, gregoryb@oakland-smtp.army.mil Horst Gutzfeld (func), DSN 859-2662 gutsfelh@oakland-smtp.army.mil	Update Freq daily (M-F)		
		PMO-X Strong	PMO-E Riley	LM

<b>MTMS</b>	<b>Munitions Tracking Mgt System</b> US Army Security Tracks munitions movements	New	<b>System POC</b> <b>Fore, Tim</b> ffore@ria-smh2.army.mil	<b>Forre, Tim</b> DSN 793-4707 Coml (309) 782-4707 Ex
	INDUSTRIAL OPERATIONS COMMAND ATTN AMSIO/TMI BLDG 350 FLOOR 4 ROCK ISLAND ARSENAL ROCK ISLAND IL 61299-6000		FaxDSN 793-6891 FaxComl (309) 782-6891 Comm	Update Freq PMO-X Georgi
			PMO-E Riley	LM Cain
			Young, Tom Dr young@hq.hqusareur.army.mil	
		<b>Operational</b>		
	<b>QualComm Satellite tracking of trucks (DTTRACS)</b> EUCOM Security U			
		Uses DTTSE as the USERID		
	Sue Durham, Project Leader, DSN 375-5847 durham@hq.hqusareur.army.mil Brendan McKenna (CSC), DSN 375-7188/7274 brendan@dttracs.aelog.army.mil Penelope Roberts (CSC) penelope@dttracs.aelog.army.mil Robert Mann (CSC Supv) mannr@hq.hqusareur.army.mil		FaxDSN FaxComl Comm FTP	Update Freq hourly
			PMO-X Georgi	PMO-E Koch
			McBride, Lt Thomas mcbride@hqamc.saif.af.mil	LM Pisut
		<b>Operational</b>		
	<b>RCAPS</b> AMC Security U			
	Larry Downs, 6-1911 Tom Mulligan, 6-5147 Susan Taylor, 6-2554 Help Desk 6-4949		FaxDSN FaxComl Comm SMTP	Update Freq PMO-X Strong
			PMO-E Riley	LM Chambers

<b>RFTAG</b>	Container tracking EUCOM	Security	U	<b>Operational</b>	<b>System POC</b> <b>Young, Tom Dr</b> youngt@hq.hqusareur.army.mil
				DSN      375-5833 Coml    (621) 487-5833      Ex	
				FaxDSN FaxComl Comm      Replication	
				Update Freq	
				PMO-X      PMO-E Georgi      Riley	
				LM	
<b>SALTS</b>	Streamlined Automated Logistics Transmission Sys USN	Security	New	<b>System POC</b> <b>Spencer, LCDR John</b> ls@salts.icpphil.navy.mil	
				DSN      442-3645 Coml    (215) 697-3645      Ex	
				FaxDSN FaxComl Comm	
				Update Freq	
				PMO-X      PMO-E VanWinkle      Slaughter	
				PMO-X      PMO-E Behne      Mennigan	
				LM	

<b>TCACCIS</b>	<b>Trans Coordinator's Automated C2 Info System</b>	<b>Operational</b>	<b>System POC</b> coadyb@baileys-emh5.army.mil	<b>Coady, Brian</b>
US Army	Security	U		
Assists Army Active and Reserve Components to plan and execute deployments during day-to-day and crisis situations; airlift manifests for passengers and cargo at Army airfields where CAPS II or CMOS are not available			DSN 656-0589 Coml (703) 923-1062	Ex
PO TCAIMS II	Springfield office (703) 923-1062		FaxDSN	
SFAE-PS-TC	Dave Hicks (703) 923-015		FaxComl	
ATTN DAVID HICKS	hicksd@peostamis.belvoir.army.mil		Comm	
9350 HALL ROAD RM 302	Mr. Dollarhide (703) 923-1016		SMTP	
FT BELVOIR VA	dollarhj@		Update Freq	
			PMO-X Georgi	LM
			PMO-E Riley	LM
<b>TCAIMS</b>	<b>Trans Coordinator Automated Info for Mvmt Sys</b>	<b>Not Operational</b>	<b>System POC</b> gannonj@hq1.usmc.mil	<b>Gannon, Jamie Maj</b>
USMC	Security	U		
Transportation management services to the Marine Air Ground Task Force (MAGTF) commander; air and ocean cargo manifests and air passenger manifests at airfields where CAPS II or CMOS are not available			DSN 426-0892 Coml (703) 696-0907	Ex
CMC HQMC	JPMO (703) 275-6308		FaxDSN	
LPS-1	Maj J. Gannon, DSN 426-0892/1073, (703) 696-0892		FaxComl	
3033 WILSON BLVD	Lt Col Al Luckey, DSN 426-1089		Comm	
ARLINGTON VA 22201	luckeya@hq1.usmc.mil		SMTP	
	Lt Col McGovern		Update Freq	
	Carl Marquette DSN 426-1073		PMO-X	PMO-E
			PMO-E	LM
<b>TCAIMS-II</b>	<b>Trans Coordinator Automated Info for Mvmt Sys 2</b>	<b>New</b>	<b>System POC</b> henritta.glimore@peostamis.belvoir.arm	<b>Glimore, Henritta</b>
AF/USA/UUSM	Security	U		
Unit and other installation movement requirements, detailed unit equipment lists and actual movement departure information (Migration system for TCACCIS, CMOS, DAMMS, and TCAIMS)			DSN 1128 Coml (703) 923-1128	Ex
	IOC in July 98, Fielding Jan 99		FaxDSN	
			FaxComl	
			Comm	
			Update Freq	
			PMO-X Georgi	LM
			PMO-E Riley	Peach

	<b>WPS</b>	<b>Worldwide Port System</b>	<b>Operational</b>	<b>System POC</b>	<b>Kaskoff, Herb</b>
HQ MTMC	Security	U		kaskoff@baileys-emh5.army.mil	
Cargo that arrived at waterports awaiting sea shipment, cargo that was loaded or unloaded from ships, cargo that departed from waterports by other means of transport and notification of ship sailings				DSN 761-7884 Coml (703) 681-7884	Ex
HQ MTMC/MTIM-WP				FaxDSN 761-5938 FaxComl (703) 681-5938	
5611 COLUMBIA PIKE				Comm FTP	
FALLS CHURCH VA				Update Freq 6 hrs	
22041-5050				PMO-X Strong	LM McFarlin
Allen Bates	DSN 761-7884, fax x-8521 batesa@baileys-emh5.army.mil				
Ruth Oglvie	DSN 761-6820 (hq) Chris Easton eastonc@				
Horst Gutzfeld	(func), DSN 859-2662 gutzfehl@oakland-smtp.army.mil				
Larry Ordway	(func), DSN 859-2631				



**APPENDIX C. GTN UNOFFICIAL Users Guide**

UNITED STATES  
TRANSPORTATION  
COMMAND



GLOBAL TRANSPORTATION  
NETWORK  
(GTN)

USERS' HANDBOOK

10 September 1998

# **Global Transportation Network**

## **USERS' HANDBOOK**

**10 September 1998**

**OPR: USTRANSCOM TCJ4-LPG  
508 Scott Drive  
Scott AFB, IL 62225-5357  
DSN 576-8036  
Comm (618) 256-8036**

**The GTN Users' Handbook is an unofficial document developed by the GTN functional user representatives at USTRANSCOM. The purpose of this document is familiarizing you with the capabilities of GTN and to assist you in using GTN. It will be updated on a period basis as more capability is introduced to GTN. Submit your comments or questions to the above address.**

## TABLE OF CONTENTS

<b>1. Introduction.....</b>	<b>4</b>
<b>2. Accessing GTN .....</b>	<b>4</b>
<b>3. GTN Home Page .....</b>	<b>4</b>
<b>4. Getting an Account.....</b>	<b>5</b>
<b>5. Navigating in GTN .....</b>	<b>7</b>
5.1 Cargo queries.....	7
5.2 Passenger Queries .....	9
5.3 Schedules Queries.....	11
5.4 Unit Moves Queries .....	13
5.5 Requisitions Queries.....	14
5.6. Assets Queries.....	15
5.7. Radio Frequency (RF) Tag Queries.....	15
5.8. Reference Table Queries.....	15
5.9. TRANSWEB LINK Queries .....	16
5.10. Movement Request Queries.....	16
<b>6. Navigation Tips.....</b>	<b>16</b>
<b>APPENDIX A. Practical Exercise .....</b>	<b>18</b>

## **GTN USER'S HANDBOOK**

**1. Introduction.** GTN is an automated information system that provides DoD an integrated view of transportation data and supports transportation command and control (C2) and business process functions. It provides In-transit Visibility (ITV) of cargo and passengers moving through the Defense Transportation System (DTS). GTN's ITV capability can provide DTS customers, i.e., a unit supply sergeant or commander, answers to questions such as "Where are the parts I ordered?" or "Where is Private Smith?... We need to relay a Red Cross message." GTN's C2 functionality can provide answers to Joint Task Force Commanders or Commanders-In-Chief (CINC) questions such as "Where are my forces?" "Where is my equipment?" or "Where are the bottlenecks in the DTS?"

### **NOTE**

**ITV is defined as the ability to track identity, status, and location of cargo and passengers from origin to consignee.**

**2. Accessing GTN.** GTN is readily available on the WEB and can easily be accessed through Netscape or Internet Explorer 4.0. DoD has purchased Netscape licenses, so if you don't have access to Netscape, you can download it onto your computer for official use. To effectively access GTN you need at least a 486 computer with 16 MB RAM and Netscape 3.0/Internet Explorer 4.0 or greater. You can access the GTN Home page with the following address: [www.gtn.transcom.mil](http://www.gtn.transcom.mil). In case you need to access the back-up server, use [wwwbu.gtn.transcom.mil](http://wwwbu.gtn.transcom.mil). Once you access the GTN Web Site a "Message of the Day" will appear along with the system status.

### **NOTE**

**When you first access the GTN Web Site you may be asked a series of questions. Once you answer these questions these screens will not appear again.**

**3. GTN Home Page.** From the GTN home page, Figure 1, you can ask all of your questions about the movement of "stuff" (CARGO, REQUISITIONS), people (PASSENGERS), forces (UNIT MOVES), and transportation assets (SCHEDULES, ASSETS). You choose these ICONs on the GTN home page to make your queries. GTN is set up so that you don't have to know all of the information about your movement. Query GTN with the information that you know. You can also look up reference codes using the REFERENCE ICON (or through the look up function on query pages). If you need to ask for help on how to operate GTN or if you would like to provide feedback to the help desk, click on the HELP or FEEDBACK buttons on the home page. You can also ask for help or send feedback by e-mailing the GTN Help Desk directly at [helpdesk@gtn.scott.af.mil](mailto:helpdesk@gtn.scott.af.mil), or call commercial (618) 628-1960 or toll-free 1-800-GTN-7001.

#### NOTE

GTN has not yet reached full operating capability (targeted for Apr 00). GTN is still under development, which means that some of the planned capability is not yet available. For example, the FORCES and MOVEMENT REQUEST query pages are still under development, and ASSETS and SCHEDULES queries are currently limited to "air only" information.

Global Transportation Network - Netscape

File Edit View Go Communicator Help

Help [Overview] [Cargo] [Passenger] [Schedules] [Unit Move] [Reference] [Requisitions] [RF Tab]  
[Old Web] [Assets] [Home] [Transweb] [Movement Requests] [Accounts] [Patients] [Message] [Catalog]

Feedback

# Global Transportation Network

**G** If you are looking for your shipment in Defense Transportation System, click on [Cargo](#).

**T** If you are trying to locate person(s) in the Defense Transportation System, click on [Passenger](#).

**N** If you have questions regarding Air Mobility Command airlift or air refueling, click on [Schedules](#).

If you are interested in other transportation related web sites, click on [Transweb](#).

If you need to request a GTN account, update an account, or download the client-server software, click on [Accounts](#).

If you wish to use an earlier version of the

If you have questions regarding the status of your order, click on [Requisitions](#).

If you are trying to locate where your units are in the Defense Transportation System, click on [Unit Move](#).

If you have any questions regarding any of the codes used in GTN, check these [Reference tables](#).

If you need transportation support from USTRANSCOM, click on [Movement Requests](#).

If you want to read the Message of the Day, click on [Message](#).

If you need to find something in the RF

Figure 1. GTN Home Page

#### **4. Getting an Account.**

##### **NOTE**

**GTN account information, sample account request formats, and user account agreements are available from the GTN Home Page, via the ACCOUNTS ICON. You do not need an account to access the home page.**

You can get information on how to obtain an account right from the home page. Just click on the ACCOUNTS ICON. To get an account, send a request into USTRANSCOM/TCJ4-LPD on your unit's letterhead signed by your commander. In your request letter, provide the following information: name, rank, service, unit, MAJCOM, office symbol, address, e-mail, phone and fax number. You will also need to indicate whether you want an unclassified or classified account (If you request a classified account you will need to have your security officer provide documentation of your security clearance). Finally, you will need to sign a user account agreement.

##### **NOTE**

**You can fax your GTN account request into USTRANSCOM TCJ4-LPD, FAX # DSN 576-1927 or commercial (618) 256-1927. If you have any questions, give them a call at DSN 576-8015 or commercial (618) 256-8015.**

**5. NAVIGATING IN GTN.** Once you're at the GTN home page, you query GTN by clicking on the particular ICON that will answer your specific question. You don't have to know all the information about your movement to get an answer from GTN. Select the type of query you would like to make and query GTN with information you have available. The most common types of GTN queries run today are Cargo, Passengers, Schedules, and Requisitions queries. Specific instructions and examples of these queries are explained below in detail, along with information on Reference Tables, Radio frequency (RF) Tags, Transweb Link, Assets, Unit Moves, and Movement Requests queries.

##### **NOTE**

**GTN will prompt you for your password the first time you run a query. The password you receive from USTRANSCOM is case sensitive. If you wish to change your password you may do so from the ACCOUNTS ICON on the GTN Home Page.**

**5.1. CARGO Queries.** By clicking on the CARGO ICON, you can retrieve cargo status information with very little knowledge of the shipment via the Cargo Query Page, Figure 2.

**NOTE**

From this page, construct your query by selecting from the available "pick list" qualifiers on the pull down menu options in Blocks 2, 3,4, 5 and 6.  
In Blocks 1 and 7 select from the available choices for mode and format.

Global Transportation Network - Netscape

File Edit View Go Communicator Help

Back Forward Reload Home Search Guide Print Security Stop

Help Overview [Cargo] [Passengers] [Schedules] [Unit Move] [Reference] [Requisitions] [RF Tag]  
[Old Web] [Asset] [Home] [Transweb] [Movement Requests] [Accounts] [Patients] [Message] [Catalog] Feedback

1 What mode of travel are you interested in?  
 Air  Ocean  Motor  Rail  AnyMode

2 What should we use to find your cargo? You may look selections up.  
Transportation Control Number

3 We can qualify the search by the values below. You may look qualifiers up.  
NONE

4 What direction would you like to look?  
Last Known Status, Date Constrained

5 Where should we look? You may look locations up.  
Worldwide  Channel

6 What date/time frame should we use? If you do not want to select date(s), use our calendar.  
From: Sep  4  1998  00:00 Z To: Sep  4  1998  23:59 Z

Cargo

7 How would you like your answers formatted?  
 List answers grouped by Location  
 Summarize answer grouped by Location  
 Summarize all Locations

8 Submit Clear

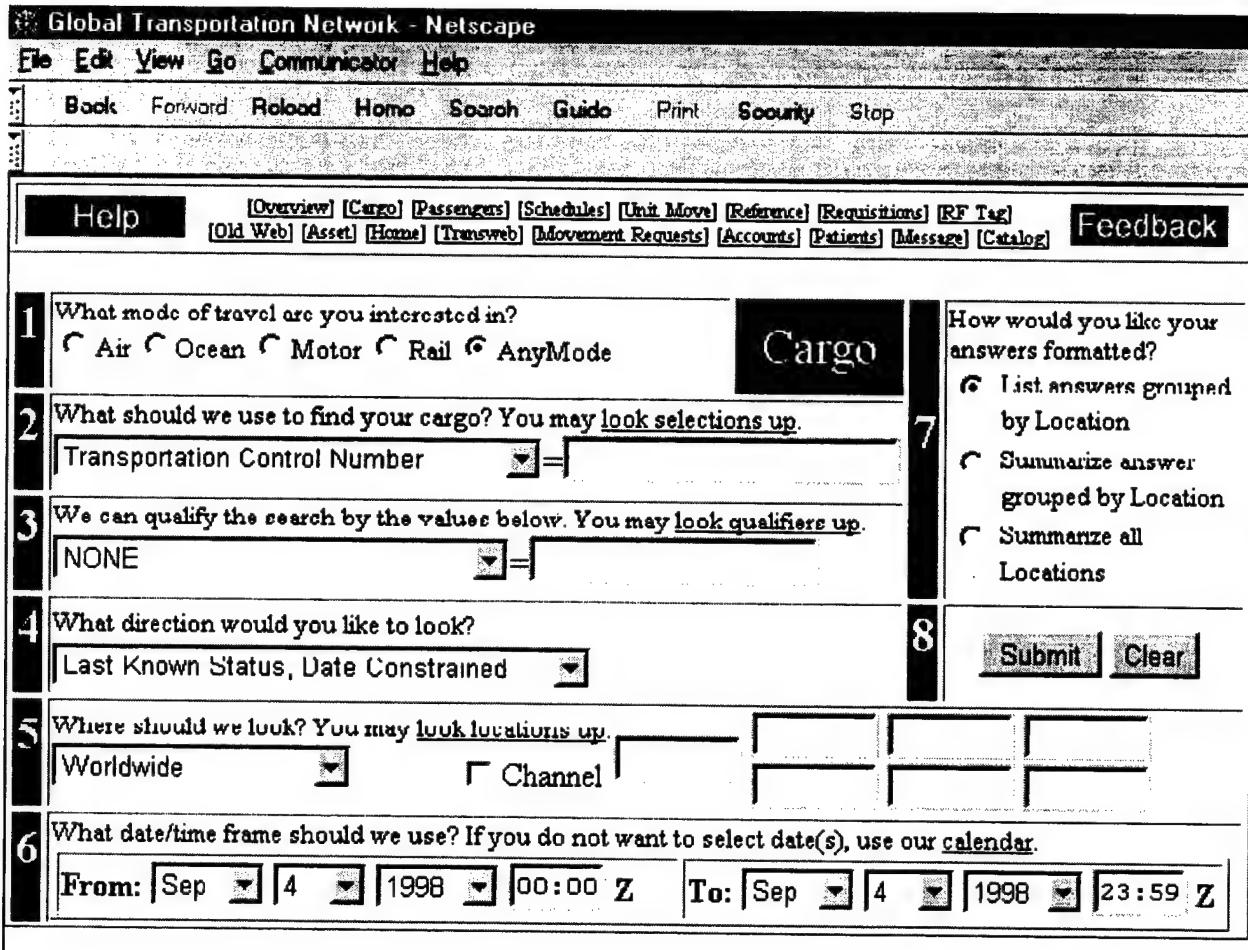


FIGURE 2. Cargo Query Page

The following scenarios illustrate how you may use the Cargo Query Page to track cargo movements:

**SCENARIO 1:** An Aircraft Maintenance Mechanic requested a critical repair part. He knows the National Stock Number (NSN), but does not know the Transportation Control Number (TCN). He knows that it was ordered and wants to find out if it is moving yet. Fill in the following information on the Cargo Query Page:

**Block 1.** Select any Mode.

**Block 2.** Select National Stock Number, and in the blank field to the right enter the NSN.

**Block 3.** Select NONE from the "Qualify by" pick list and leave the field to the right BLANK. (You could narrow your search by selecting an additional qualifier from the pull down menu).

**Block 4.** Select "Last known status" from the "Direction" pick list

**Block 5.** Select "Worldwide" from the "Where to look" pick list.

**Block 6.** Select today's date.

**Block 7.** Leave default format "List answers grouped by location" (You can change the default to "summarized and grouped by location" or "summarized by all locations" if you desire results in these formats).

**SUBMIT QUERY**

**5.2. PASSENGERS Queries.** By clicking on the PASSENGERS ICON, you can retrieve information on passengers traveling in the DTS via the Passengers Query Page, Figure 3.

**NOTE**

Current source system data is available only for passengers traveling by air.

**NOTE**

From this page, construct your query by selecting from the available "pick list" qualifiers on the pull down menu options in Blocks 2, 3,4, 5 and 6.  
In Blocks 1 and 7 select from the available choices for mode and format.

Global Transportation Network - Netscape

File Edit View Go Communicator Help

Back Forward Reload Home Search Guide Print Security Stop

Help [Overview] [Cargo] [Passengers] [Schedules] [Unit Move] [Reference] [Requisitions] [RF Tag]  
[Old Web] [Asset] [Home] [Transweb] [Movement Requests] [Accounts] [Patients] [Message] [Catalog] Feedback

1 What mode of travel are you interested in?  
 Air  Ocean  Motor  Rail  AnyMode

2 What should we use to find your passengers? You may look selections up.  
Passenger Name

3 We can qualify the search by the values below. You may look qualifiers up.  
NONE

4 What direction would you like to look?  
Last Known Status, Date Constrained

5 Where should we look? You may look locations up.  
Worldwide  Channel

6 What date/time frame should we use? If you do not want to select date(s), use our calendar.  
From: Sep  4  1998  00:00 Z To: Sep  4  1998  23:59 Z

Passengers

How would you like your answers formatted?  
 List answers grouped by Location  
 Summarize answer grouped by Location  
 Summarize all Locations

8

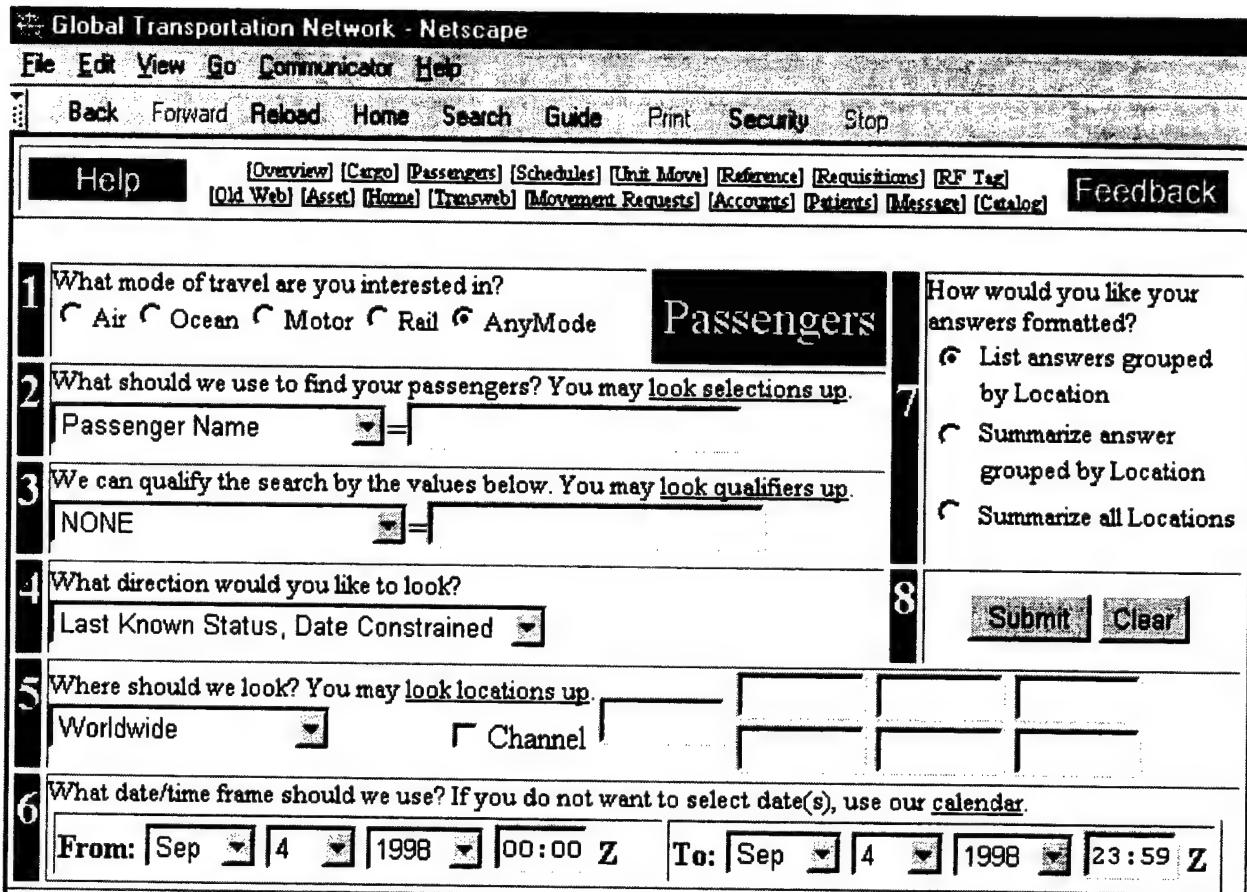


FIGURE 3. Passengers Query Page

The following scenario illustrates how you may use the Passengers Query Page to track passengers traveling in the DTS on DoD conveyance.

**SCENARIO:** Army Sergeant (Name) is being deployed to Bosnia and is expected to arrive in country within the next week. He has left his last duty station and you don't know his travel plans. You have been notified that he has had a family emergency and the Red Cross needs to contact him. You know that he is traveling by an organic military or contracted flight.

**Block 1.** Select Air Mode.

**Block 2.** Select "Passenger name" and enter name in the blank field to the right.

**Block 3.** Select "Service Code" from the "Qualify by" pick list and enter "a" for Army in the field to the right.

**Block 4.** Select "Last known status, date constrained" from the "Direction" pick list.

**Block 5.** Select "Worldwide" from the "Where to look" pick list.

**Block 6.** Select date range to cover one week (start with today's date).

**Block 7.** Leave default format "List answers grouped by location" (You can change the default to "summarized and grouped by location" or "summarized by all locations" if you desire results in these formats).

#### **SUBMIT QUERY**

**5.3. SCHEDULES Queries.** By clicking on the SCHEDULES ICON, you can retrieve information on airlift schedules and actual movement status via the Schedules Query Page, Figure 4.

**NOTE**

For schedule queries, current source system data is available for air only.

**NOTE**

From this page, construct your query by selecting from the available "picklist" qualifiers on the pull down menu options in Blocks 2, 3, 4, 5 and 6.

In Blocks 1 and 7 select from the available choices for mode and format.

Global Transportation Network - Netscape

File Edit View Go Communicator Help

Back Forward Reload Home Search Guide Print Security Stop

Help [Overview] [Cargo] [Passengers] [Schedules] [Unit Move] [Reference] [Requisitions] [RF Tag]  
[Old Web] [Asset] [Home] [Transweb] [Movement Requests] [Accounts] [Patients] [Message] [Catalog] Feedback

1 What mode of travel are you interested in?  
 Air

2 What should we use to find your schedules? You may look selections up.  
Mission Number

3 We can qualify the search by the values below. You may look qualifiers up.  
NONE

4 What direction would you like to look?  
Last Known Status, Date Constrained

5 Where should we look? You may look locations up.  
Worldwide  Channel

6 What date/time frame should we use? If you do not want to select date(s), use our calendar.  
From: Sep  4  1998  00:00 Z To: Sep  4  1998  23:59 Z

Schedules

7 How would you like your answers formatted?  
 List answers grouped by Location  
 Summarize answer grouped by Location  
 Summarize all Locations

8

FIGURE 4. Schedules Query Page

The following scenarios illustrate how you may use the Schedules Query Page to track scheduled and actual missions and port workload:

**SCENARIO 1: There was just an incident at the civilian side at Charleston, SC Air Base and you need to know all missions scheduled to arrive there today and tomorrow because you expect that the runway will be closed.**

**Block 1.** Select Air Mode.

**Block 2.** Select "mission number" from the pick list and leave the field to the right BLANK.

**Block 3.** Select "None" from the "Qualify by" pick list and leave the field to the right BLANK. (You could narrow your search by selecting an additional qualifier).

**Block 4.** Select "scheduled to arrive at" from the "Direction" pick list.

**Block 5.** Select "ICAO" from the "Where to look" pick list, and enter "KCHS" in the field to the right.

**Block 6.** Select date range of today and tomorrow.

**Block 7.** Leave default format "List answers grouped by location" (You can change the default to "summarized and grouped by location" or "summarized by all locations" if you desire results in these formats).

#### **SUBMIT QUERY**

**SCENARIO 2: The MCC XO at USTRANSCOM is interested in the movement of Patriot Batteries to Southwest Asia. You know that the Patriot movements are contingency missions that will fly out of Ft. Bliss (El Paso, TX). On the Schedules Query Page, you fill in the following information:**

**Block 1.** Select Air Mode.

**Block 2.** Select "contingency missions" from the pick list and leave the field to the right BLANK.

**Block 3.** Select "None" from the "Qualify by" pick list and leave the field to the right BLANK. (You could narrow your search by selecting an additional qualifier).

**Block 4.** Select "scheduled to depart from" from the "Direction" pick list.

**Block 5.** Select "Airport city name" from the "Where to look" pick list, and enter "El Paso" in the field to the right.

**Block 6.** Select desired date range.

**Block 7.** Leave default format "List answers grouped by location" (You can change the default to "summarized and grouped by location" or "summarized by all locations" if you desire results in these formats).

#### **SUBMIT QUERY**

**5.4. UNIT MOVES Queries.** By clicking on the UNIT MOVES ICON, you can retrieve information and actual movement status on particular units that are deploying or returning to their home base via the Unit Moves Query Page, Figure 5.

**NOTE**

From this page, construct your query by selecting from the available "picklist" qualifiers on the pull down menu options in Blocks 2, 3, 4, 5 and 6.

In Blocks 1 and 7 select from the available choices for mode and format.

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File Edit View Go Communicator Help

Back Forward Reload Home Search Guide Print Security Stop

Help [Overview] [Cargo] [Passengers] [Schedules] [Unit Move] [Reference] [Requisitions] [RF Tag]  
[Old Web] [Asset] [Home] [Transweb] [Movement Requests] [Accounts] [Patients] [Message] [Catalog] Feedback

1 What mode of travel are you interested in?  
 Air  Ocean  Motor  Rail  AnyMode

2 What should we use to find your unit? You may look selections up.  
Unit Identification Code

3 We can qualify the search by the values below. You may look qualifiers up.  
NONE

4 What direction would you like to look?  
Last Known Status, Date Constrained

5 Where should we look? You may look locations up.  
Worldwide  Channel

6 What date/time frame should we use? If you do not want to select date(s), use our calendar.  
From: Sep  4  1998  00:00 Z To: Sep  4  1998  23:59 Z

How would you like your answers formatted?  
 List answers grouped by Location

Unit Move

7

8

Submit Clear

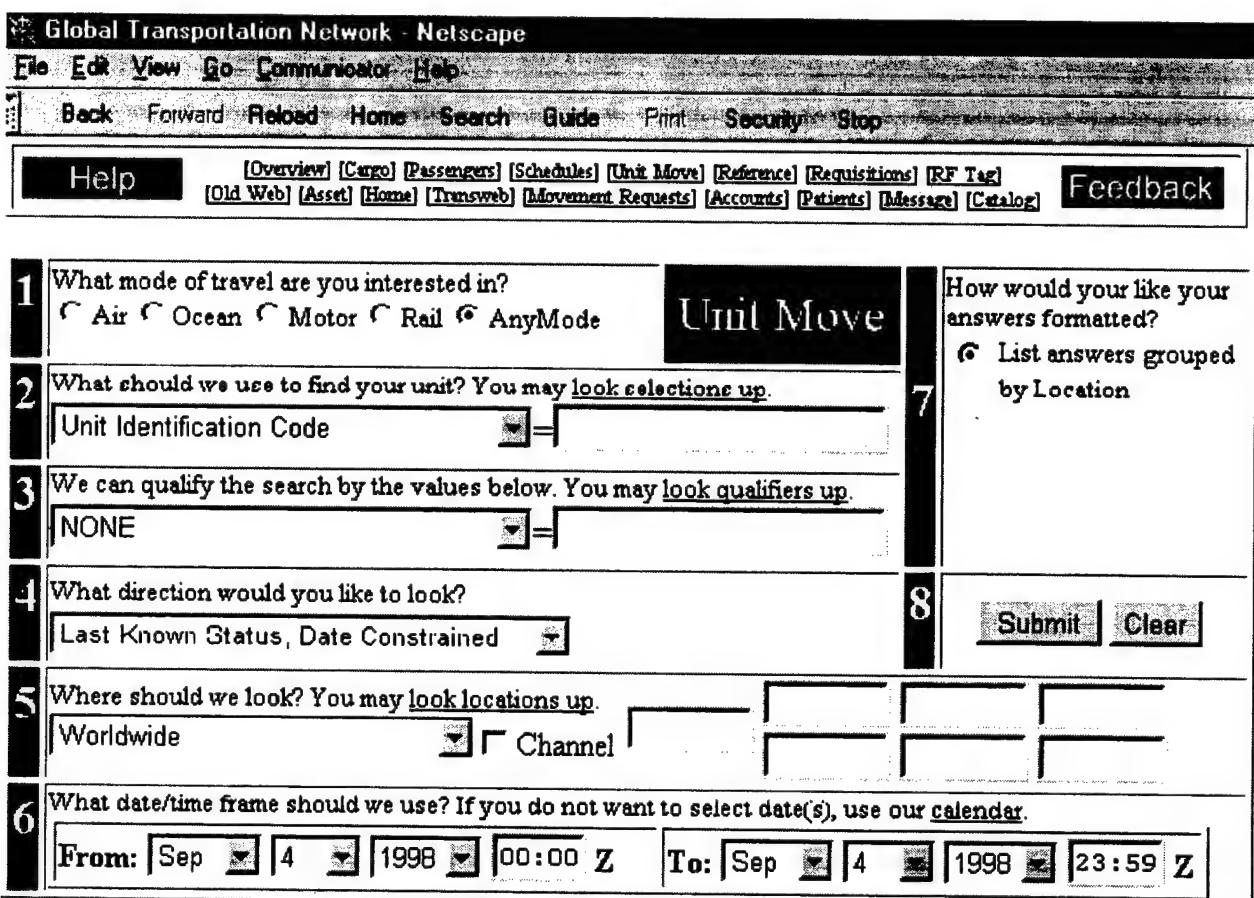


Figure 5. Unit Move Query Page

**5.5. REQUISITIONS Queries.** By clicking on the REQUISITIONS ICON, you gain access to requisition status information via the Requisitions Query Page, Figure 6. Examples of qualifiers that you can choose from pick lists on the Requisition Query Page include Requisition #, Item Name, and NSN.

**NOTE**

From this page, construct your query by selecting from the available "picklist" qualifiers on the pull down menu options in Blocks 2, 3, 4, 5 and 6.

In Blocks 1 and 7 select from the available choices for mode and format.

Global Transportation Network - Netscape

File Edit View Go Commerce Help

Back Forward Reload Home Search Guide Print Security Stop

Help [Overview] [Cargo] [Passengers] [Schedules] [Unit Move] [Reference] [Requisitions] [RF Tag]  
[Old Web] [Asset] [Home] [Transweb] [Movement Requests] [Accounts] [Patients] [Message] [Catalog] Feedback

1 What mode of travel are you interested in?  
 Air  Ocean  Motor  Rail  AnyMode

2 What should we use to find your cargo? You may look selections up.  
Requisition #

3 We can qualify the search by the values below. You may look qualifiers up.  
NONE

4 What direction would you like to look?  
Last Known Status, Date Constrained

5 Where should we look? You may look locations up.  
Worldwide  Channel

6 What date/time frame should we use? If you do not want to select date(s), use our calendar.  
From: Sep  4  1998  00:00 Z To: Sep  4  1998  23:59 Z

7 How would you like your answers formatted?  
 List answers grouped by Location  
 Summarize answer grouped by Location  
 Summarize all Locations

8

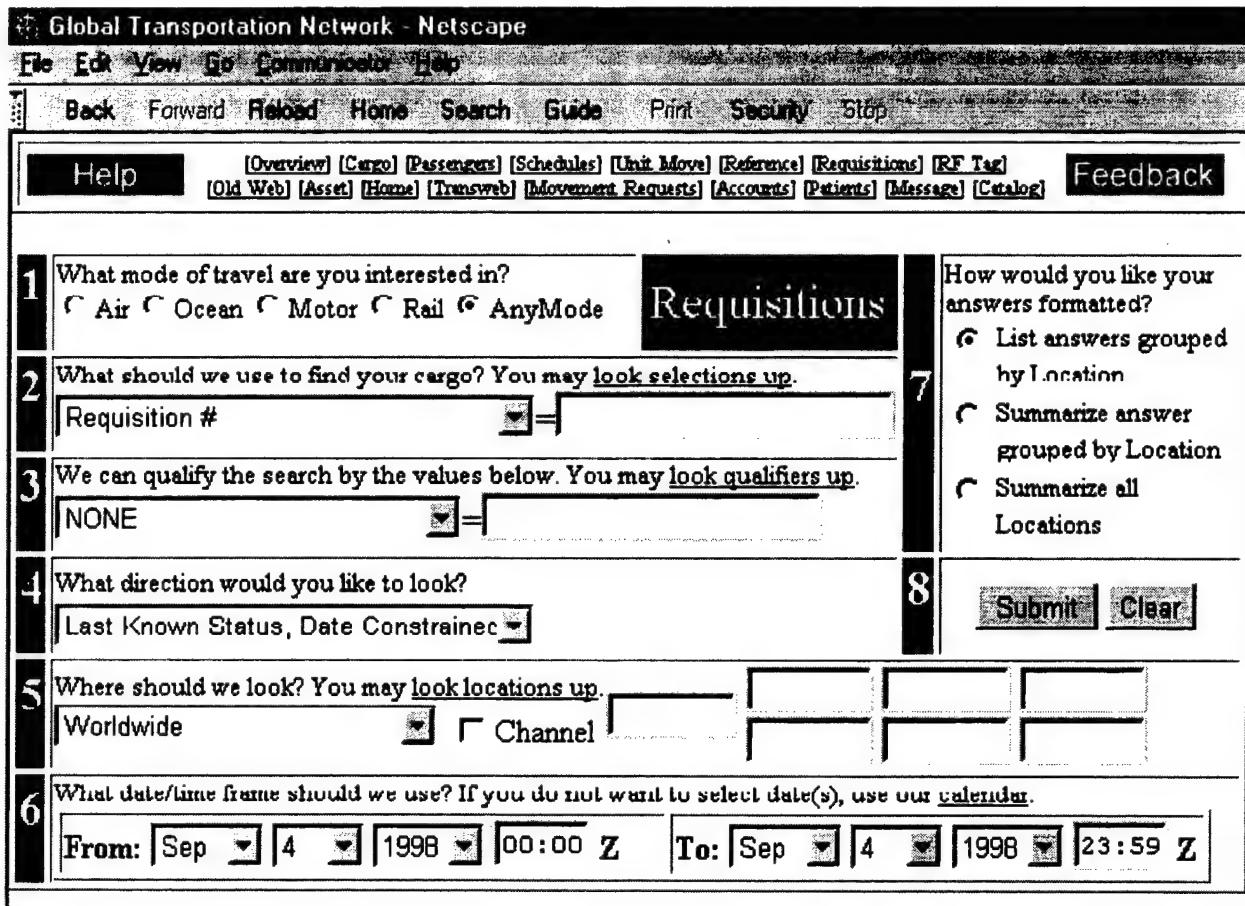


FIGURE 6. Requisition Query Page

The following scenario illustrates how you may use the Requisition Query Page to track the movement of a high priority requisition:

**SCENARIO:** It's critical to logisticians and commanders to know that a high priority part that was requisitioned is on its way. For example, a unit in Korea requisitioned a critical repair part. It was a high priority requisition with a required delivery date of 999 and the unit commander has asked when this part will arrive.

Click on the REQUISITIONS ICON and wait for the Requisitions Query Page to appear. On the Requisitions Query Page, fill in the following information:

**Block 1.** Select "Any Mode"

**Block 2.** Select "Requisition #" from pick list and input the actual requisition number in the blank field to the right (if you don't know the entire requisition number enter the unit's DODAAC).

**Block 3.** Select NONE from the pick list and leave the field to the right BLANK. (You could have further narrowed your search by selecting an additional qualifier).

**Block 4.** Select "Last Know Status" from the pick list.

**Block 5.** Select "Worldwide" from the pick list.

**Block 6.** Leave default date since you selected "last know status" in block 4.

#### NOTE

"Last Known Status" queries default to all dates through the current date. For cargo, pax, etc., queries with non-unique primary fields (i.e., TCNs with wildcards), output could be extremely large. "Last Known Status, date constrained" uses only the dates in the pull-down window.

**Block 7.** Leave default format "List answers grouped by location." (You can change the default to "summarized and grouped by location" or "summarized by all locations" if you desire results in these formats).

#### SUBMIT QUERY

**5.6. ASSETS Queries.** Answers questions about maintenance status of aircraft at bases around the world. Eventually, GTN will include information on all USTRANSCOM transportation assets.

**5.7. Radio Frequency (RF) Tag Queries.** Allows viewing of raw RF tag and Qualcomm transponder location and shipment contents. Efforts are currently underway by the GTNPMO to enhance the RF Tag capability.

**5.8. Reference Table Queries.** Answers questions regarding codes (ICAO, MILAIR, etc.) used in GTN. Efforts are currently underway by the GTNPMO to standardize the transportation reference codes in GTN.

**5.9. TRANSWEB LINK Queries.** Provides the user with quick link to other transportation web pages, for example, FedEx and UPS.

**5.10. MOVEMENT REQUESTS Queries.** This page is under construction. It will allow DTS customers to submit requests for transportation support from USTRANSCOM, (For example, Operational Support Airlift (OSA) & Special Assignment Airlift Missions (SAAMs) requests are currently in development).

**6. NAVIGATION TIPS.** GTN is an intuitive system, but for best results it is advisable to practice and experiment with various query options to achieve your desired results. Listed below are a few techniques and tips that will help you to navigate in GTN more easily. Remember that it takes practice and maybe a little trial and error to get your desired response.

**NOTE**

If your query comes back with "No Data Found," take a look at how you constructed your query and make sure you didn't narrow your query too much.

**Query Development**

The fields within the query screens are **not** case sensitive, accepting either upper or lower case characters.

**Export Capability**

Query responses can be exported to Excel for further manipulation (sorting, plotting, and business graphics).

**Drill-down Capability**

"Underlined" (hyperlink) output fields indicate a drill-down capability. Selecting these fields will provide additional information concerning the particular field.

**Entering Dates**

The default date is set as "today" (i.e., 0001Z/23Oct96 - to - 2359Z/23Oct96). Dates are entered using pull-down menus.

**Last Known Status**

"Last Known Status" queries default to all dates through the current date. For cargo, pax, etc., queries with non-unique primary fields (i.e., TCNs with wildcards), output could be extremely large. "Last Known Status, date constrained" uses only the dates in the pull-down window.

**Wildcard Entries**

\* (asterisk) or % (percent sign) = variable length wildcard.

\_ (underscore) or ? (question mark) = single character wildcard.

% is automatically added as the last character in data entry fields.

Entry: SMIT => SMIT% (returns SMIT, SMITH, SMITHER, . . .)

Entry: JACKS(space) => JACKS% (returns JACKS, JACKSON, . . .)

Entry: PETERS\_N => PETERS\_N% (returns PETERSON, PETERSEN, PETERSONS...)

**Note:** Use judiciously, especially as the first character of the entry. Wildcards are not permitted as the first character of an individual's name.

**APPENDIX A**  
**PRACTICAL EXERCISE**

**"FREQUENTLY ASKED QUESTIONS"**

Listed below are some common questions that may arise in your daily duties. See if you can find the answers in GTN. Answers available on the following page.

1. How many **scheduled** flights *actually arrived* at Scott AFB (ICAO Airport Code = kblv) on 1 September 1998?

**ANSWER:**

2. The 2<sup>nd</sup> Armored Calvary Regiment (Unit Identification Code = wg2) is departing Bosnia for the States. Between 20 Aug 98 and 4 Sep 98, what modes of travel are used to move the equipment? How many pieces of UIC WG2A28 are moved and by what mode?

**ANSWER:**

3. You just received a call from the EUCOM Watch Officer who needs to know the number of passengers that arrived at Taszar airfield in Bosnia on September 4<sup>th</sup>, 1998. Can GTN answer this question? (Hint: Use Airfield Name of Taszar in block 5).

**ANSWER:**

4. The 97<sup>th</sup> Logistics Squadron at Altus AFB Oklahoma has **requisitioned** an aircraft fuel tank (requisition number = FB441982311783). If the tank did not arrive on schedule, your maintenance chief might want you to find out where the part is in the transportation pipeline and who is moving it. Can GTN help? (Hint: This query will require you to "drill down" on the TCN numbers a few times to get the detailed information you need).

**ANSWER:**

**ANSWERS to practice questions:**

1. 13

Go to the schedule page and run a query by changing block 4 to "Actually Arrived At", block 5 to "ICAO Airport Code" and type in kblv with a date of 4 Sep 98 0000Z to 2359Z.

2. Ocean and Motor, 1 piece of UIC WG2A28 by Ocean

Go to the Unit Move page, type "wg2" in block 2 next to Unit Identification Code. Select dates 20 Aug 98 to 4 Sep 98.

3. 210

Go to the Passenger page, select "Airport Name" in block 5 and type in Taszar, select 4 Sep 98 0000Z to 4 Sep 98 2359Z.

4. The POE was Edwards, the part moved via Yellow Freight (YFSY) to Oklahoma City and then to Altus. The part arrived at Altus on day 244 (September 1<sup>st</sup>). This example shows the commercial EDI capabilities that GTN provides.

Go to the Requisition page, input the requisition number in block 2 and select "Last Known Status" in block 4, and then submit. If you scroll all the way to the right you will see the POE is EDW (Edwards AFB). Drilling down on the TCN gives even more detail. Drill down a second time on the TCN to see the scheduled and actual movement of the tank from Edwards AFB to Altus AFB. The YFSY under carrier indicates the tank was moved by Yellow Freight.

### Additional Practice Queries

1. You just got a call from the CENTCOM Watch Officer, who wants to know the PAX and Cargo scheduled to arrive at Kuwait City Airport tomorrow and the next day. Can you help him out? (Hints: Do a schedules query and in Block 7 select “summarize answer grouped by location” to give you a total summary of PAX and Cargo for each day; ICAO Code for Kuwait City Airport = OKBK).
2. The “American Falcon” just ran aground and the J3/J4 wants to get a handle on the amount of cargo that the vessel was carrying. What is the total amount of cargo destined by location? (Hints: Do a Cargo Query and search by TCNs (block 2) and the name of the ship (Block 3); in Block 7 select “summarize answer grouped by location” to give you a total summary of cargo destined for each location).
3. A Red Cross representative calls trying to locate an Army Sergeant Brown, who is traveling somewhere in the Pacific. She has had a family emergency and no one is exactly sure where she is enroute. Where is Sergeant Brown? (Hints: Do a Passengers Query; further qualify by Service Code “a” in Block 3).
4. The Deputy J3 just called to find out how many C17 missions flew into Ramstein in the last 90 days. He needs the answer in 5 minutes for a meeting with the CINC. (Hints: Do a Schedules Query; further qualify your query in block 3 by aircraft type “C17;” in block 4 choose “actually arriving at;” ICAO Code for Ramstein = ETAR).
5. The 31<sup>st</sup> Fighter Wing in Aviano has requisitioned a high priority part with a RDD of 999. He calls you to see if you know whether his part is in-transit. You tell him that if he could give you the requisition number, or at least his unit’s DODAAC, you might be able to help him. All he knows is his DODAAC, which is FB5682. (Hints: Do a Requisitions Query; further qualify by RDD = 999; constrain the dates of your search with a date range of this past week).

**APPENDIX D. MEU SITREP FORMAT MESSAGE**

Subj: **fwd: WEEKLY MEU SITREPS**  
Date: 10/5/98 1:45:34 PM Pacific Daylight Time  
From: turlipj@pendleton.usmc.mil (MAJ JAMES D TURLIP)  
Reply-to: turlipj@pendleton.usmc.mil  
To: FitzPapa@aol.com

Dao:

Here's the message, as requested.

S/F,  
Doug

---

Original Text

From: LTCOL JAMES A KESSLER@SMU 1SUPPLY@1ST FSSG, on 9/11/98 5:09 PM:  
To: smu officers@SMU 1SUPPLY@1ST FSSG, smu snco@SMU 1SUPPLY@1ST FSSG

I want every officer and SNCO to read and understand the attached message.

Note: Any part on backorder for more than seven (7) days is to be ESOC'd.

There are some pretty major changes in this message that have an impact on  
the SMU, so READ IT!

JAK

---

From: MAJ JAMES D TURLIP@1ST SUPPLY BN@1ST FSSG, on 9/11/98 11:24 AM:  
To: officers@1ST SUPPLY BN@1ST FSSG, snco@1ST SUPPLY BN@1ST FSSG

This message came across as a "suspected dupe," (it wasn't, actually), so  
you may not have seen it if you do a screen against MDS. Some significant  
taskings here, both for the SMU and deploying MEUs. FYI/FYA, as  
appropriate.

V/R,  
JDT

ADMINISTRATIVE MESSAGE

ROUTINE

R 090101Z SEP 98 ZYB

FM CMC WASHINGTON DC//L//

TO COMMARFORLANT//G-3/G-4//  
COMMARFORPAC//G-3/G-4//  
COMMARFOREUR//G-3/G-4//  
COMMARCORLOGBASES ALBANY GA//1/G-3/G-5//

INFO CG III MEF//G-3/G-4//  
CG MCCDC QUANTICO VA//WDID//  
CG I MEF//G-3/G-4//  
CG II MEF//G-3/G-4//  
COMMARFORRES//G-3/G-4//  
CG SECOND FSSG//G-3/G-4/SMU/DSU//  
CG FIRST FSSG//G-3/G-4/SMU/DSU//

CG THIRD FSSG//G-3/G-4/SMU/DSU//  
COMMARCORSYSCOM QUANTICO VA//CBG/PAE//  
TWO TWO MEU SOC //S-3/S-4//  
TWO FOUR MEU SOC //S-3/S-4//  
TWO SIX MEU SOC //S-3/S-4//  
THREE ONE MEU SOC //S-3/S-4//  
ELEVENTH MEU SOC //S-3/S-4//  
THIRTEENTH MEU SOC //S-3/S-4//  
FIFTEENTH MEU SOC //S-3/S-4//  
DLA FT BELVOIR VA//DLSC/CS//  
FSMAO ONE CAMP LEJEUNE NC  
FSMAO TWO CAMP PENDLETON CA  
FSMAO THREE CAMP BUTLER JA

\*\*\*THIS IS A 2 PART MSG COLLATED BY MRS\*\*\*  
UNCLAS //N04400//

MSGID/GENADMIN/CMC LPP//

SUBJ/ENHANCED SUPPLY SUPPORT FOR MARINE EXPEDITIONARY UNITS (MEU'S)//

REF/A/MTG/CMC/01AUG98//

REF/B/DOC/MCO P3000.2F/17OCT96//

NARR/REF A IS CMC WEEKLY OPS INTEL UPDATE WHERE MEU GROUND EQUIPMENT READINESS AND ASSOCIATED SUPPLY SUPPORT ISSUES ARE BRIEFED

TO THE COMMANDANT OF THE MARINE CORPS BY THE DEPUTY CHIEF OF STAFF FOR INSTALLATIONS AND LOGISTICS. REF B IS MARINE CORPS ORDER ON OPERATIONAL REPORTING//

POC/A. O. STARR/MAJ/PRIPH:DSN 225-8934/-703-695-8934//

RMKS/1. THIS IS A COORDINATED HEADQUARTERS MARINE CORPS (HQMC) I&L AND PP&O MESSAGE.

2. BACKGROUND. MEU EQUIPMENT READINESS IS ONE CRITICAL ELEMENT THAT IS CONTINUOUSLY MONITORED BECAUSE IT HAS A SIGNIFICANT EFFECT ON THE COMMANDER'S ABILITY TO EXECUTE ASSIGNED MISSIONS. THEREFORE, ALL MEU SITUATION REPORTS (SITREPS) ARE CAREFULLY REVIEWED BY HEADQUARTERS MARINE CORPS AND THE COMMANDERS MARINE FORCES TO IDENTIFY WHETHER SOURCES OF SUPPLIES (SOS) ARE PROVIDING TIMELY RE-SUPPLY OF CRITICAL REPAIR PARTS. SITREPS ARE NOW BEING SCREENED MORE CLOSELY TO FLAG ANY MAINTENANCE AND/OR SUPPLY SUPPORT TRENDS IN AN EFFORT TO MINIMIZE THE EFFECTS ON MEU'S AND ALL OTHER MARINE OPERATING FORCES.

3. PURPOSE. THIS MESSAGE IS TO STANDARDIZE AND IMPLEMENT A PROCESS IMPROVEMENT SYSTEM/FORMAT THAT ENHANCES SUPPLY SUPPORT FOR FORWARD DEPLOYED MEU'S. OUR GOALS ARE TWOFOLD:

A. MINIMIZE THE NUMBER OF DAYS A DEADLINING REPAIR PART IS ON BACKORDER (B/O) TO THE SOS.

B. MINIMIZE THE NUMBER OF DAYS END ITEMS (E.G., MARES AND PACING) ARE DEADLINED.

4. WE CAN ACHIEVE THESE GOALS BY CREATING A CHAIN OF SUPPORT AT ALL LEVELS THAT MONITORS AND MANAGES ALL MAINTENANCE AND SUPPLY SUPPORT

STATUS CITED IN WEEKLY MEU SITREPS.

5. PER REF A, DC/S I&L (LPO/LPP) HAS IDENTIFIED THAT THE FOLLOWING PROCESS IMPROVEMENTS ARE REQUIRED:

A. ENHANCE/STANDARDIZE THE READINESS AND SUPPLY SUPPORT STATUS REPORTING FOR GROUND EQUIPMENT LISTED AS DEADLINED IN MEU SITREP SUBMISSIONS.

B. ENHANCE/STANDARDIZE PROCEDURES FOR REPORTING FOLLOW-UP ACTION AND STATUS ON DEADLINING REPAIR PARTS LISTED AS ON B/O PER THE MEU SITREPS.

C. ENHANCE SITREP REVIEW PROCEDURES IN ORDER TO ACCURATELY ADDRESS LOGISTICAL ISSUES AT THE WEEKLY CMC OPS INTEL BRIEFING.

6. THE GOALS AND PROCESS IMPROVEMENTS LIST ABOVE WILL BE EXECUTED THROUGH THE FOLLOWING ACTIONS:

A. COMMARFORLANT AND COMMARFORPAC:

(1) NLT 25 SEP 98, ENSURE THAT ALL MEU'S CHANGE THEIR SITREP FORMAT TO REFLECT THE FOLLOWING INTERIM CHANGE TO REF B, ENCL (2) WEEKLY SITUATION REPORT, PARA. 7, LOGISTICS SUMMARY:

(NEW FORMAT)

"7.() LOGISTICS SUMMARY

A.() SUSTAINABILITY (REPORT DAYS OF SUPPLY ON HAND, BY SUPPLY CLASS)

B.() EQUIPMENT READINESS: XXX

(1)( ) GROUND EQUIPMENT READINESS:

UNIT	COMM	ENGR	MT	ORD	TOTALS
MEU	XXX	XXX	XXX	XXX	XXX
MEU CE	XXX	XXX	XXX	XXX	XXX
BLT	XXX	XXX	XXX	XXX	XXX
ACE	XXX	XXX	XXX	XXX	XXX
MSSG	XXX	XXX	XXX	XXX	XXX

(2)( ) PACING ITEM READINESS: XXX

C.() MARES OR PACING DEADLINED EQUIPMENT:

TAMCN	NOMEN	AUTH	POSS	D/L	2D-ERO	3D-ERO	DDL	RMKS/STAT
A0001	RADIO	5	5	1	AZ567	N/A	15	SH PARTS
E0001	TANK	4	4	1	N/A	AA111	15	SH PARTS

D.() 2D ECH DEADLINING PARTS ON ORDER:

DOC	NSN	PRI	RDD	UNIT	ERO	STAT/DTD/SOS
M00001-8001-7001	1111-01-001-0000	02	8015	BLT	AZ567	BB/8010/S9I

E.() 3D ECH DEADLINING PARTS ON ORDER:

DOC	NSN	PRI	RDD	UNIT	ERO	STAT/DTD/SOS
M00001-8001-7002	2222-01-001-0000	02	8015	BLT	AA111	BB/8010/S9C

F.() SUPPLY BLOCK PERFORMANCE:

TOPIC	WEEKLY	MONTHLY	CUMULATIVE
	REQ/ISS	REQ/ISS	REQ/ISS
CLASS IX W/RO	XX	XX	XX
CLASS IX W/O RO	XX	XX	XX
MAINT FLOAT	XX	XX	XX
TOTALS	XX	XX	XX

G.() SIGNIFICANT PROBLEMS OR ASSISTANCE REQUIRED:

H.() GENERAL COMMENTS:" (END OF NEW FORMAT)

(SPECIAL NOTES): USE PARA. 7.C. "RMKS/STAT" TO NOTE THE FOLLOWING:  
SINCE WE RELY ON BATCH PROCESSING IN OUR MAINTENANCE AND SUPPLY SYSTEMS, THERE WILL ALWAYS BE DELAYS WHICH MAY DISTORT MATERIEL READINESS. STATE IF THE DEADLINING PART HAS BEEN PHYSICALLY RECEIVED BY THE MEU. ALSO, IDENTIFY WHETHER THE REQUIRED DEADLINING REPAIR

PART HAS A HIGHER ASSEMBLY STOCKED IN THE MSSG FLOAT BLOCK (E.G., DEPOT LEVEL REPARABLE) WHICH COULD BE ISSUED TO REMOVE THE END ITEM FROM DEADLINE.

(2) NLT 25 SEP 98, PLACE THE FOLLOWING ADDRESSEE'S ON DISTRIBUTION FOR ALL MEU SITREPS:

(A) COMMARCORLOGBASES ALBANY GA/G-3/G-5/

(SPECIAL NOTE): BE ADVISED THIS MSG PLAD WILL CHANGE ONCE THE COMMANDER, MARINE CORPS MATERIEL COMMAND HAS AN ESTABLISHED MSG PLAD.

(B) DLA FT BELVOIR VA/DLSC/CS/

(3) ENSURE MEU'S VALIDATE THAT GROUND EQUIPMENT READINESS REPORTING IS IN SYNCH BETWEEN THEIR LM2 AND SITREP.

(4) ENSURE FSSG'S SUBMIT EMERGENCY SUPPLY SUPPORT REQUESTS TO THE APPROPRIATE SOS FOR ANY DEADLINING REPAIR PARTS LISTED ON SITREPS THAT ARE ON B/O OVER SEVEN DAYS. FSSG'S WILL INFO MARINE CORPS MATCOM ON "ALL" SUPPLY SUPPORT REQUESTS, AS WELL AS DIRECTING THE SOS

TO INFO MARINE CORPS MATCOM ON "ALL" RESPONSES.

(5) AS REQUIRED, ENSURE FSSG'S COORDINATE WITH MARINE CORPS MATCOM TO LOOK AT ALTERNATIVES FOR FILLING B/O'S FOR DEADLINING REPAIR PARTS WHEN SUPPLY SUPPORT REQUESTS GENERATE AN UNACCEPTABLE ESTIMATED SHIP DATE (ESD) FROM THE SOS. MARINE CORPS MATCOM HAS THE CAPABILITY TO PROVIDE OTHER OPTIONS LIKE INTER/INTRA-SERVICE RETAIL REDISTRIBUTIONS, IMPAC CREDIT CARD PURCHASES, COMPONENT FABRICATION, SELECTIVE INTERCHANGE, AND/OR RELEASE OF ASSETS FROM WAR RESERVE STOCK.

(6) AS REQUIRED, ENSURE FSSG'S ESTABLISH POC'S WITH MARINE CORPS MATCOM TO FACILITATE EMERGENCY SUPPLY SUPPORT REQUESTS AND/OR OTHER SITREP SUPPLY SUPPORT ACTIONS.

B. MARINE CORPS MATCOM: AS NECESSARY, COORDINATE AND PUBLISH ANY SUPPLEMENTAL GUIDANCE THAT CAN ENHANCE OR EXPAND UPON THE INITIATIVES ESTABLISHED BY DC/S I&L.

7. OUR INTENT IS TO IMPROVE EXISTING PROCESSES AND FOSTER AN ENVIRONMENT THAT GIVES US RAPID DRILL DOWN CAPABILITY TO ADDRESS CMC CONCERNS AND IDENTIFY SUPPLY SUPPORT PROBLEMS/SOLUTIONS. WE MUST BRING THE POWER OF THE MARINE CORPS WHOLESALE ACTIVITY TO FOCUS ON MEU LOGISTICS RESPONSE TIME AND EXPLOIT ANY GOOD INITIATIVE QUICKLY. PLEASE IDENTIFY ANY OTHER PROCESS IMPROVEMENTS TO HQMC (LPO/LPP), MAJOR GREG TRUBA OR MAJOR ANDY STARR, LISTED IN BANYAN AND/OR LOTUS NOTES EMAIL ADDRESSES.//

BT

----- Headers -----

Return-Path: sturlioj@pendleton.usmc.mil>

Received: from my-za02.mx.aol.com (my-za02.mail.aol.com [172.31.26.36]) by arr-za03.mail.aol.com (x50 [6]) with ESMTP  
Mon, 25 Oct 1998 16:45:24 -0400

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by my-za02.mx.aol.com (8.3.3.3.3/ACL-4.0)

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Mon, 25 Oct 1998 16:45:21 -0400 (EDT)

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id xma015105 Mon, 5 Oct 98 10:41:11 -0700



## **APPENDIX F. SURVEY**

### **Billet Held**

What MEU did you deploy with:

Time frame on deployment:

Was an actual Operation conducted (Somalia, etc.)

### **PERSONAL EXPERIENCE LEVEL**

What experience in supply support did you have prior to the deployment?

How many floats have you been on?

What was your follow on-tour after the deployment?

Did you have any experienced Marines in supply support? What was the average deployment time they had?

What special training did you obtain in supply support (in-transit visibility)?

Did your previous billet or a logistics school prepare you for the deployment?

If yes, how?

If no, why not?

### **TECHNOLOGY**

What software package (s) did you use to track shipments? Who was responsible for the tracking of shipments?

How did you like or dislike the package (s)?

### **CUSTOMER SERVICE QUESTIONS**

This portion of the survey is subjective to the feeling of the customer. This is a method of determining customer satisfaction. Each of the questions in this section each asked to be rated from 1 being the best to 5 the worst.

a. How well did you feel Camp Pendleton supported you while on deployment?

Responses: 1( ) 2( ) 3( ) 4( ) 5( )

b. How well did you feel the communication system worked while on deployment?

Responses: 1( ) 2( ) 3( ) 4( ) 5( )

c. Did you have in-transit visibility of your shipment (s)?

Responses: 1( ) 2( ) 3( ) 4( ) 5( )

d. Yes, How good was it?

Responses: 1( ) 2( ) 3( ) 4( ) 5( )

e. Was the communication system adequate for your mission?

Responses: 1( ) 2( ) 3( ) 4( ) 5( )

f. If not, what more would you recommend?

g. Have you kept in contact with the unit?

h. If so, how well have the lesson learned been implemented into the system for improvements

Responses: 1( ) 2( ) 3( ) 4( ) 5( )

i. Did you use an expeditor during the deployment?

j. Yes, if so, what was his location, what billet did he hold prior and how long was he assigned as an expeditor?

k. No.

l. Was the expeditor a key link in the in-transit visibility of shipments?

Responses: 1( ) 2( ) 3( ) 4( ) 5( )

m. Was the technology that was available to you fully used?

Responses: 1( ) 2( ) 3( ) 4( ) 5( )

n. Do you feel the level of support for the MEUs has improved from the beginning to the end of deployment?

Responses: 1( ) 2( ) 3( ) 4( ) 5( )

o. How?

p. How well did you trust the system to work for you? Providing the information when and where you needed it?

Responses: 1( ) 2( ) 3( ) 4( ) 5( )

## **COMMAND SUPPORT**

a. Did you feel that there was enough emphasis placed on the logistical support area prior to deployment?

Responses: 1( ) 2( ) 3( ) 4( ) 5( )

b. Did you feel that there was enough emphasis placed on the logistical support area during deployment?

Responses: 1( ) 2( ) 3( ) 4( ) 5( )

c. Was the command aware of problems or supportive of you while on deployment?

Responses: 1( ) 2( ) 3( ) 4( ) 5( )

d. Was adequate ITV training conducted prior to deployment?

Responses: 1( ) 2( ) 3( ) 4( ) 5( )

## **SUPPORT ORGANIZATIONS**

This section will show a comparison between the below units allowing each to address their own particular concerns. The comparison is between those who are supported and those conducting the support. These questions were to request the units to state what they think the MEUs should be doing to better be supported during deployment or to comment on what is presently working.

- a. What are some of the major improvements you would like to see in the operations of the following units?  
Deployed Support Units?

Traffic Management Office  
Preservation, Packaging, Packing  
Expeditor in Bahrain  
MSSG

- b. What are some of the major benefits or methods the following units accomplished in order to support you?

Deployed Support Units  
Traffic Management Office  
Preservation, Packaging, Packing  
Expeditor in Bahrain  
MSSG

- c. What are the lessons learned that you would do differently if you deployed again in the same billet?

- d. What is the estimate of repair parts that you received while on deployment from Camp Pendleton? The breakdown between the fill rate of the block and the parts receive from Camp Pendleton?

- e. Do you have any data on the order ship time or the method of transportation?



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Camp Pendleton, CA 92055-5080
8. Major Turlip.....1  
1<sup>st</sup> Supply Battalion, (S-1)  
1<sup>st</sup> FSSG  
Camp Pendleton, CA. 92055-627
9. Major Daniel M. Fitzgerald.....1  
6112 Wellington Common Dr.  
Alexandria VA. 22310

10. RAdm Eaton.....1  
Naval Postgraduate School  
Code 036, Bldg. ING-  
699 Dryer Road  
Monterey CA 93940
11. Captain Anderson.....1  
H&S Bn, SMO,  
I MEF  
Camp Pendleton, CA. 92055
12. Major Rose.....1  
Precision Logistics Officer  
H&S Bn, G-1  
1<sup>st</sup> FSSG  
Camp Pendleton CA. 92055